KINDS

OF

BUSINESS

BINDER

(see reverse for filing instructions)

Kinds of Business Binder
Saskatchewan Industry and Resources
Business and Co-operative Services
08/02

Filing instructions for update to Kinds of Business binder:

1. Remove and replace *Table of Contents* and *Introduction* section.
2. Remove and replace *Internet Addresses* section.
3. Replace each remaining section.

KINDS OF BUSINESS INFORMATION

TABLE OF CONTENTS

INTRODUCTION

INTERNET ADDRESSES

A. ABATTOIR
AGRICULTURAL IMPLEMENTS
AUTOBODY SHOP
AUTOMOBILE DEALERS
AUTOMOBILE PARTS & ACCESSORIES

B BAKERY
BARBER/BEAUTY SHOP
BOOK/STATIONERY STORE

C. CAMPGROUND/TRAILER PARK
CARWASH
CHILDREN'S CLOTHING STORE
CONSTRUCTION
CONVENIENCE STORE

D. DAY CARE
DRUG STORE
DRYCLEANING/LAUNDRY

E. ELECTRICAL CONTRACTOR

F. FLOWER SHOP
FURNITURE/APPLIANCES

G. GIFT STORE
GREENHOUSE
GROCERY STORE

H. HARDWARE
HEALTH FOOD STORE
HOBBY/TOY STORE
HOTEL/MOTEL

I. ICE CREAM SHOP

J. JANITORIAL SERVICE
JEWELLERY STORE

L. LANDSCAPING/LAWN CARE
LUMBER/BUILDING MATERIALS

M. MEN'S CLOTHING STORE
MOTOR VEHICLE REPAIR
MUSIC/INSTRUMENT STORE

P. PHOTOGRAPHY
PLUMBING & HEATING

R. RESTAURANT/TAVERN

S. SEED CLEANING PLANT
SHOE REPAIR
SHOE STORE
SPORTING GOODS STORE
STEREO STORE
SUN TANNING SPA

T. TRAVEL AGENCY
TRUCKING

U. UPHOLSTERY

W. WELDING
WOMEN'S CLOTHING STORE

Saskatchewan Economic & Co-operative Development
Regional Services
08/99

INTRODUCTION

Government Information Sources

Saskatchewan Industry and Resources, through its regional office network provides up-to-date information and pathfinding resources for Provincial and Federal regulations, programs, and services applicable to small business. Some of the common questions asked by entrepreneurs include:

- **Where do I register my business name?**
- **Do I have to register for the GST?**
- **Are there any financial assistance programs to help start or expand my business?**
- **What kind of information is available to help me start my business?**

The information you are about to go through, referred to as a "Kind of Business" binder and put together by type of business will not deal with the program or regulation aspect of starting a business, so much, as it will deal with the types of information you will need to consider, and examples of the sources of information that are available to you when starting a business.

As an important part of provision of business information Saskatchewan Industry and Resources, in partnership with Western Economic Diversification, operates the Canada-Saskatchewan Business Service Centre.

What kind of information is available?

The Centre's resources include up-to-date lists of programs and services, manufacturers, suppliers, associations, business directories and periodicals that provide information on starting a new business, export programs for local products, market statistics, and financing for new and existing ventures. No fee is charged for the Centre's services.

It is also connected to a network of experts in government departments who can provide in-depth, accurate information, to go beyond traditional information sources.

What services does the Centre offer?

TeleCentre - 1-800-667-4374

A toll-free telephone information service puts you in touch with a Centre representative who can answer your basic business questions, or direct you to the right person in the appropriate government department. After hours, or if our lines are busy, recorded messages provide answers to commonly asked questions.

Info-FAX - 1-800-667-9433

Use your telephone and fax machine to request a document catalogue or fact sheets, toll-free, 24 hours a day. Just follow the voice instructions and the system will fax your order to you in minutes.

Internet - http://www.cbsc.org/sask

Find sources, "how-to" information and hot links to databases.

In Person - 122 - 3rd Avenue North, Saskatoon

You can browse through a resource library or a Centre representative can help you. A public workstation provides computer access to a collection of databases and CD-ROM's on business-related topics.

Planning

Too often individuals launch business ventures at the idea stage and rely on the cash register to measure if it was a good idea or not.

This approach is very risky and usually quite expensive.

It's up to you! You can use the trial and error approach and take the gamble of your life or you can start your business with a well researched business plan and take a calculated risk.

So you want to do a business plan. Good choice! Since you have selected this option we will now refer to you as an entrepreneur.

What is a business plan? A business plan is a management tool used by businesses of **all** sizes to establish business objectives and to propose how these objectives will be attained within a specific period of time. It describes **who** you are, **what** you plan to achieve, **where** the business is located, **when** the business will commence, and **how** the business will meet its objectives.

Entrepreneurs, prior to launching a business, always investigate the market place for business opportunities. Your question at this point may be - " How does an entrepreneur do this?" The answer is simple: Direct questions to potential customers, existing small business owners, associations, and any other business interest group you feel could provide you with some useful information. Your goal at this point is to:

- **Learn what potential customers need.**
- **Learn what potential customers want.**
- **Discover problems that you could solve for a potential customer.**

Your business venture or idea is your solution to meeting one or a combination of the key elements listed above.

Prior to going out and asking questions, we recommend you spend time reviewing information available on starting and planning a business. Some examples include:

- **Business Information Resource Materials by Saskatchewan Economic and Co-operative Development**
- **Planning booklets produced by banks, professional accounting firms and business organizations**
- **The "Self Counsel" Business Series (International Self-Counsel Press Ltd.) on starting & running specific types of businesses**
- **Other available publications on library and bookstore shelves**
- **Internet and other electronic information sources**

You may also want to consider looking into educational programs and seminars available

Yes you're right; this will take more than one afternoon. Remember, the time you invest in planning will be reflected in the profits you achieve after you launch your business venture.

The business plan is usually done when a business is starting or expanding and given limited consideration during the regular operation of the business. This is a mistake! It is a plan you should be referring back to on an ongoing basis and updating on a regular basis, i.e. annually. By setting financial benchmarks and having a marketing strategy you will be able to evaluate what you are doing right. It will also be easier to make decisions on changes that need to be introduced to improve profits.

Marketing

The marketing section of your business plan is viewed by many professional advisors as the most important section in the plan. The information in this section will influence many other components of your business plan, such as:

- **Selection of suppliers.**
- **Financial projections.**
- **Business Team - Employee skills and professional skills required.**
- **The location of your business.**
- **Selection and pricing of inventory.**

The marketing section can be split into two areas - Market Research and Marketing Strategy.

This section will highlight some of the resources which could assist you in completing this section of your business plan. In some of the booklets, we have included some basic marketing information for your quick reference.

Market Research

Your research will involve obtaining primary and secondary data. Primary data is information you will obtain through your own efforts or by someone you hire. This may include questionnaires, telephone surveys, speaking with business owners operating a similar business, focus groups and suppliers. The other type of data is secondary data and it consists of information which has been gathered by someone else and is relevant to the venture you want to establish.

Some examples of secondary information are:

- **Canada - Saskatchewan Business Service Centre - (306) 956-2323**
  or 1-800-667-4374

- **Statistics Canada - Regina: 780-5405**
  Toll Free: 1-800-263-1136
  Web Site: http://www.statcan.ca
  E-mail: Prairies.info@statcan.ca

    - **Census Divisions and Subdivisions Profiles - Cat.# 94-115 and 94-116**
    - **Family Expenditures in Canada Cat.# 62-555** - This publication will highlight average family expenditures for a variety of consumer items.
    - **Household Facilities & Equipment Cat.# 64-202** - This publication will highlight types of equipment located in various households throughout Canada.
    - **Family Food Expenditures Cat.# 62-554** - Highlights dollars spent on various types of food per household.

- **Saskatchewan Health - Regina: (306) 787-3092 (Vital Statistics)**
  Toll Free: 1-800-458-1179
  Web Site: http://www.health.gov.sk.ca

    - **Covered Population** - This publication will provide a detailed breakdown of Saskatchewan's population by residence, age group, and sex.

- **Saskatchewan Labour - Regina: (306) 787-9106, Saskatoon: (306) 933-6587**
  http://www.labout.gov.sk.ca; E-mail: webmaster@lab.gov.sk.ca

    - **Canada Post – 1-800-267-1177**
    - **E-mail: http://www.canadapost.ca**
        - **Demographics and Income Statistics for Postal Areas**
        - **Household Figures for Letter Carrier Offices -** Lists populations for various postal code communities in Canada.
        - **Household Figures for Non-Letter Carrier Offices**

    - **Saskatchewan Department of Highways - Regina: (306) 787-4800**
        - **Web Site: http://www.highways.gov.sk.ca**

        - **Average Daily Traffic Volume Map Counts** -Traffic volume profile of various traffic routes.

- **Local Municipal Offices, Provincial, and Federal Government Departments and Agencies**

    - **Business and Industry Trade Associations**

    - **Business and Industry Trade Publications/Periodicals**

    - **Business and Industry Trade Shows and Exhibitions**

    - **Business Professional Services; eg. Accountants, Lawyers, Consultants, Insurance Brokers, Financial Institutions**

    - **Business and Educational Seminars, Courses, etc.**

    - **Other Business People / Known Acquaintances / Competition**

    - **Internet and other sources of electronic information**

Marketing Strategy

Once your research has been completed the next step is to develop a marketing strategy. The market strategy explains how you are intending to get your product to the right customer, the right place, the right time and at the right price for them to make a buying decision. Examples of reading materials that do relate to certain types of businesses but which can offer a good range of information are:

- **The "Self Counsel" Business Series, "Marketing Your Service" (International Self-Counsel Press Ltd.)**
- **Marketing Management -Tourism is Your Business -** This book is essential reading for any individual involved in a hospitality business.
- **Strategic Retail Marketing - How to be a Winner! -** This publication, produced by the Retail Council of Canada, will give you the confidence and knowledge to thrive in the retail sector.
- **Internet and other electronic information services**
- **Other publications available on library and bookstore shelves**

FINANCIAL RATIOS

Financial ratios are benchmarks small business owners and advisors use to measure business performance. These ratios and other business performance statistics can be very useful when preparing financial projections. In addition, an existing business can use these benchmarks to measure its performance with industry standards.

Some examples of key reference materials are:

- **Statistics Canada "Small Business Profiles"**
- **Industry Trade Associations and Trade Journals**
- **CCH Canadian Ltd. "Canadian Small Business Performance -**
- **A Financial Survey"**
- **Federated Co-operatives Ltd. "Retail Co-operatives' Statistics"** - This is a practical and useful publication which highlights operating statistics for retail co-operatives.

NOTE: When using statistics in a business plan always identify the source of the information used in the calculations and the method of calculation. Statistics should only be used as benchmarks and are most useful in conjunction with other primary data researched by an entrepreneur.

Small Business

These profiles are available on the Strategis web site at:
http://www.strategis.ic.gc.ca/cgi-bin/sbp/sbp.cgi
http://www.sme.ic.gc.ca

DIRECTORIES FOR PRODUCT SOURCING

Below is a preview of some of the resources available if you are seeking information on available products for your business.

- **Telephone Directories**

  Telephone directories (yellow page listings) offer a great deal of information when sourcing suppliers of products. Your local resource library should supply district and regional telephone directories. You may also want to search the Yellow Pages web site for national and international listings: **http://www.yellowpages.ca**

- **Buyers' Guides**

  A buyers' guide is received through subscriptions or contacts to trade magazines. One is often able to obtain current buying guides for many sectors.

- **Trade Directories**

  Trade directories are an excellent resource when seeking new product suppliers.

  Examples: **- Saskatchewan Manufacturers' Guide**
  - Warren's Farm and Ranch Directory

- Other available publications on library shelves.

- Internet and other electronic sources of information.

For your convenience we have included a partial listing of suppliers. To ensure you do not overlook potential suppliers, we encourage you to use the other sources as well.

DIRECTORIES FOR EQUIPMENT SOURCING

If you are seeking information on available equipment sources for your business, below is a preview of some of the resources available:

- **Manufacturer's Directories**

  These directories provide you with detailed listings of products manufactured in Saskatchewan, Canada and the U.S. Often manufacturers don't sell their products directly to the end user, but will be happy to direct you to their distributor, manufacturer's agent, or wholesaler.

  Examples:
  - **Saskatchewan Manufacturers' Guide**
  - **Fraser's Canadian Trade Directory**
  - **Canadian Trade Index**
  - **Thomas Register of Manufacturers (U.S.)**

- **Trade Directories**

  These directories are an excellent resource when seeking new equipment suppliers.

  Examples:
  - **Warren's Farm and Ranch Directory**

- **Telephone Directories**

  Yellow page telephone directories offer a great deal of information when sourcing suppliers of equipment.

- Other available publications on library shelves.
- Internet and other available electronic sources of information.

For your convenience we have included a partial listing of suppliers. To ensure you do not overlook potential suppliers, we encourage you to use the other sources.

TRADE SHOWS

TIPS WHEN EXHIBITING

- Start selling in the target area before you get to the show.
- Set sales goals - keep them specific and write them down.
- Know in advance the layout, activities and schedule of the show.
- Arrive early.
- Assess show security.
- Have a game plan:
  - Key elements of a presentation:
    - a) Welcome;
    - b) Qualify;
    - c) Inform, Demonstrate, Sell;
    - d) Close;
    - e) Thanks.
  - Dress, manner, style will impact on your success.
  - Be a good listener.
  - Be familiar with displayed products/services you are promoting.
  - Determine the approach of handling give-aways / literature.
- Follow-up with prospects and fulfil all requests you're committed to.
- Evaluation - this will assist you in planning for your next show.

BUYING TIPS

- Research demographics of trading area.
- Know your customers' needs/wants prior to show.
- Establish a budget based on pre-determined sales categories.
- If possible, obtain an exhibitors list prior to the show to schedule your meetings.

NOTE:

- Often associations provide space for displays at their annual conventions. This can be an excellent outlet to introduce your new products and services.

In this section we have provided examples of key trade shows. Following is a list of trade show publications that list shows throughout the world. For example:

- **Saskatchewan Events Guide - Regional Trade Shows and Events**
- **Shows and Exhibitions - Canadian Trade Shows**
- **International Trade Fairs and Conference Directory - International Trade Fairs**

These and similar publications may be available through your local library resources.

TRADE ASSOCIATIONS

Associations, business organizations, and other business interest groups can provide an entrepreneur with valuable information. Depending on the focus of the association, the information available will range from specific trade information to general information on business. Some examples include:

- **Specific Trade** - Saskatchewan Construction Association
- **General Trade** - Retail Council Of Canada
- **General Business** - Saskatchewan Chamber of Commerce
  - Canadian Federation of Independent Business

Not all associations have the resources to regularly monitor the activities of their memberships. Those that do, may limit their findings to members only. Members of an association, outside your trading area, may be prepared to provide you a copy of reports completed by an association. Usually the quality of the information available is directly related to the size and commitment of the membership.

Be careful not to limit yourself to local and provincial associations. Excellent research information may be available from other provincial, national and international associations.

The following pages include some key associations that have been identified. The contacts provided should not be viewed as an all-inclusive list. For other potential contacts, please refer to association directories that may be available through local library resources.

For other leads check specific trade directories. Often the associations are involved in the printing of these directories and have included their address and phone number.

TRADE JOURNALS

A trade journal can be an excellent tool for keeping in touch with current market trends and industry standards. They provide a wealth of information concerning business practices as well as profitable marketing strategies.

Each of the "Kinds of Business" booklets/sections devotes a section to trade journals in which some key industry publications are listed.

Additional information on other trade journals applicable to your type of business may be listed in the **Standard Periodical Directory** or in the publication, "**Canadian Advertising Rates and Data**". A copy of this publication (or an equivalent of) should be available through your local library.

Though we have included a listing of trade journals in this booklet, be aware that this list is only partial. To ensure you do not overlook potential suppliers, we encourage you to search for other relevant journals.

DOING BUSINESS ON THE INTERNET

Internet Services

The Internet is not a single entity; it is more a complex system of services and programs that together, provide users with the Internet. Each of these services has different capabilities and functions. Working together, they provide users with a unique variety of services that can be used by businesses as a Research tool, a Networking tool and an Advertising medium.

Opportunities Sourcing

- **As a Research Tool**

The Internet has a vast collection of information that businesses can source to stay competitive in the market place. Included in this information are products and industry suppliers from around the world that can be found and contacted.

By using a Web Browser users can access Internet distribution services such as the World Wide Web. The Web allows users to download information from desired sites right to their computer screens. Once this information has been downloaded, it can be printed and/or saved in one's hard drive.

Once on the Internet, Search Engines can be used to connect users with desired sites. Some common Search Engines are: AltaVista (www.altavista.ca), Yahoo (www.yahoo.com), Excite (www.excite.com), WebCrawler (www.webcrawler.com), and HotBot (www.hotbot.com).

- **As a Networking Tool**

The most popular service on the Internet is E-mail. With E-mail, businesses can keep in touch with customers, business associates and other entrepreneurs from around the world. Since E-mail is an inexpensive, convenient and efficient communication tool, it has become far more superior than conventional means of communication such as the telephone, fax and mail.

- **As an Advertising Medium**

One of the more obvious uses of the Internet is advertising. Every year, marketing and advertising teams spend billions of dollars trying to sell their products and/or services. Now companies can promote their goods through the Internet at a cost per sale basis. Internet advertising reaches potential customers worldwide at less than 5% of traditional advertising costs.

Attached is a list of Web Sites that staff at SECD have found through experience. When using this list keep in mind that these addresses, though current at date of print, may have changed since. Also, be aware that while many of these sites offer an abundance of free information, some do charge for their resources. Please note that not all information shared on the Internet is confidential. Ensure that you carefully read all information that is presented to you before giving out any personal information.

Centre for Business Development
Internet Address List

ABORIGINAL

Aboriginal Business Canada	http://abc-eac.ic.gc.ca
Aboriginal Business Map	http://aboriginalmap.ic.gc.ca
Aboriginal Capital Corporations	http://www.johnco.com/firstnat/fncapcor.html
Aboriginal Service Kiosk	http://www.asksask.sk.ca
Aboriginal Youth Business Council	http://www.aybc.org
ArcNet	http://arcnet.taybridge.com
Federation of Saskatchewan Indian Nations	http://www.fsin.com
Peacehills Trust	http://www.peacehills.com
Saskatchewan Indian Federated College	http://www.sifc.edu
Saskatchewan Indian Institute of Technology	http://www.siit.sk.ca

AGRICULTURE SITES

Ag Infonet	http://www.aginfonet.sk.ca
Agriculture & Agri-Food Canada	http://www.agr.gc.ca
Canadian Wheat Board	http://www.cwb.ca
Cargill	http://www.cargill.com
Farm Business Communications	http://www.fbc.unitedgrain.ca
Farm Credit Corporation	http://www.fcc-sca.ca
Prairie Farm Rehabilitation Administration	http://www.agr.gc.ca/pfra/
Precision Agriculture	http://precisionag.com
Saskatchewan Agriculture & Food	http://www.gov.sk.ca/govt/agfood
Saskatchewan Agriculture Biotechnology Information Centre	http://www.agwest.sk.ca
Saskatchewan Wheat Pool	http://www.swp.com
Successful Farming	http://www.agriculture.com
United Grain Growers	http://www.ugg.com
Western Canadian Farm Progress Show	http://www.wcfps.com
Western Producer Online	http://www.producer.com

BUSINESS OPPORTUNITIES

ACCESS Franchise Directory Online	http://www.entremkt.com/index.shtml
Business Opportunities Classifieds Online	http://www.boconline.com
Canadian Franchises.com	http://www.canadianfranchises.com
Franchise Market	http://www.entremkt.com/index.html
Idea Café	http://ideacafe.com
Inc Online: Website for Growing Companies	http://www.inc.com
Steal this Idea	http://stealtheseideas.com
The Franchise Handbook Online	http://www.franchise1.com

BUSINESS PLANS & FORMS

B-Plan	http://www.b-plan.com
FormNet	http://www.entrepreneur.com/
Interactive Business Planner	http://www.cbsc.org/ibp
Palo Alto Sample Business Plans	http://www.bplans.com/common/universals/partners/awardsindex.cfm?affiliate:bplans
Royal Bank – The Big Idea	http://www.royalbank.com/sme/bigidea/index.html
SBA – Starting Your Business	http://www.sba.gov/starting/indexbusplans.html
Scotia Business Plan Writer	http://www.scotiabank.com
TD – Canada Trust	http://www.tdcanadatrust.com/index.jsp

CITIES/REDAS/TOURISM SITES/LIBRARIES

Carlton Trail REDA	http://www.carltontrail.sk.ca
Celebrating Saskatchewan	http://www.celebratingsask.com
City of Estevan	http://cap.estevan.sk.ca/
City of Moose Jaw	http://moosejaw.net
City of Regina	http://cityregina.com
City of Swift Current	http://www.city.swift-current.sk.ca
City of Yorkton	http://city.yorkton.sk.ca
Community Futures Partners of Saskatchewan	www.cfps.sk.ca
Cornerstone REDA	http://www.creda.sk.ca
Cypress Hills REDA	http://www.chreda.com
East Central Development Corporation	http://www.eastcentral.sk.ca
Gateway REDA	http://www.world-spectator.com/reda
Good Spirit REDA	http://www.goodspiritreda.com
In Regina.com	http://www.inregina.com/
Moose Jaw REDA	http://www3.sk.sympatico.ca/moosjuce
Red Coat REDA	http://www3.sk.sympatico.ca/twolakes/
Regina Chambers of Commerce	http://www.reginachamber.com
Regina Public Library	http://www.rpl.regina.sk.ca
Regina REDA	http://www.rreda.com
Saskatchewan Chamber of Commerce	http://www.skchamber.sk.ca

CITIES/REDAS/TOURISM SITES/LIBRARIES

Saskatchewan Economic Developers Association	www.seda.sk.ca
South Central CFDC	http://www3.sk.sympatico.ca/sccfd/
South East REDA	http://www.southeastreda.com/
South Parkland REDA	http://www.spreda.sk.ca
Sunrise CFDC	http://www.sunrisecommunityfutures.com/
Tourism Regina	http://www.tourismregina.com
Tourism Saskatchewan	http://www.sasktourism.com/index.shtml
Town of Indian Head	http://www3.sk.sympatico.ca/ihedc/
Town of Macklin	http://www3.sk.sympatico.ca/macklin
Ventures CFDC	http://www3.sk.sympatico.ca/ventt/
Virtual Saskatchewan	http://www.virtualsk.com

COMPUTER & TECHNOLOGY

Apple Home Page	http://www.apple.com/
Microsoft Small Business Canada	http://www.microsoft.com/
National Research Council	http://www.nrc.ca
Sympatico	http://www3.sk.sympatico.ca/
Technology Roadmaps	http://strategis.ic.gc.ca
Web Reference	http://www.webreference.com/
Wilson Internet Services	http://www.wilsonweb.com
Writing HTML	http://www.mcli.dist.maricopa.edu/tut/

E-COMMERCE & E-BUSINESS

Consumers & Electronic Commerce	http://strategis.ic.gc.ca/SSG/ca01168e.html#tech
Electronic Commerce Guide	http://ecommerce.internet.com
Emarketer	http://www.emarketer.com/
Forrester Research	http://www.forrester.com/Home
Online Marketing Resource Centre	http://www.bizweb2000.com/
Retailing on the Internet	http://strategis.ic.gc.ca/SSG/ir01581e.html
Web Marketing	www.wilsonweb.com/wmt/
Web Refernce.com	http://ecommerce.internet.com/news/ insights/outlook/
Wilson Internet Services	www.wilsonweb.com
Writing HTML	http://www.mcli.dist.maricopa.edu/tut/

EXPORTING

American Demographics	http://www.inside.com/default.asp?entity=AmericanDemo
BNA International	http://www.bnai.com
Business Women in Trade	http://www.infoexport.gc.ca/businesswomen/
Canada Customs & Revenue Agency	http://www.ccra-adrc.gc.ca
Canada Exporters Catalogue	http://www.worldexport.com
Canadian Importers Association	http://www.importers.ca/
Canadian International Trade Tribunal	http://www.citt.gc.ca/menu_e.htm
CSA International	http://www.csa.international.org/welcome.html
Customs – Importing	http://www.ccra-adrc.gc.ca/customs/business/importing/menu-e.html
Department of Foreign Affairs and International Trade	http://dfait-maeci.gc.ca
Export Development Canada	http://www.edc.ca
Export Source	http://www.exportsource.gc.ca
Interactive Export Planner	http://prodt.businesscanada.gc.ca/exporter/ENG/app_templates/home_en.cfm
NEBS, Canada-US Relations	http://www.can-am.gc.ca/menu-e.asp
Saskatchewan Trade & Export Partnership	http://www.sasktrade.sk.ca
Take a World View	http://strategis.ic.gc.ca/SSG/sc01071e.html
Canadian Technology Network	http://www.nrc.ca
Thomas Register of American Manufacturers	http://www2.thomasregister.com

EXPORTING

US Business Advisor	http://www.business.gov/
US Census Bureau	http://www.census.gov/
US Federal Trade Commission	http://www.ftc.gov/

FINANCING

American Express	http://home3.americanexpress.com/canada/
Bank of Montreal	http://www.bmo.com/
Business Development Bank of Canada	http://bdc.ca
Canada Saskatchewan Business Service Centre	www.cbsc.org/sask/
Canadian Banker's Association	http://cba.ca/eng/index.cfm
Canadian Small Business Loan Administration	http://strategis.ic.gc.ca/sc_mangb/smallbus/engdoc/sbla.html
Carlson Canadian Company Research	http://www.fin-info.com
CIBC	http://www.cibc.com/solution/home.jsp
Dun & Bradstreet	www.dnb.com
Financial News Alert	http://www.newsalert.com
Financing Small Business in Saskatchewan	http://www.cbsc.org/sask
Globefund	http://www.globefund.com/
Investor Home	http://www.investorhome.com
KPMG	http://www.kpmg.ca/english
National Bank of Canada	http://www.nbc.ca
Peacehills Trust	http://www.peacehills.com
Price Waterhouse Coopers	Http://www.pwcglobal.com
Quicken (Financial Network)	http://www.quicken.com/
Royal Bank Financial Group	http://www.royalbank.com/index.html
Saskatchewan Opportunities Corporation	http://www.soco.sk.ca

FINANCING

Scotiabank	http://www.scotiabank.com
Self Help Law Centre	http://nolo.com/
Sources of Financing	http://strategis.ic.gc.ca/sc_mangb/sources/engdoc/homepage.html
The Investment Fund Institute of Canada	http://www.ific.ca/index.asp
Toronto Dominion Bank	http://www.td.com

GOVERNMENT – FEDERAL

Aboriginal Business Canada	http://www.abc-eac.ic.gc.ca
At Work in Rural Communities	http://www.rural.gc.ca/pocket/
Business Development Bank of Canada	http://www.bdc.ca/
Canada Business Service Centres	http://www.cbsc.org/sask/
Canada Customs & Revenue Agency	http://www.ccra-adrc.gc.ca/
Canada Post	http://www.canadapost.ca
Canada Saskatchewan Business Service Centre	http://www.cbsc.org/sask
Canadian Business Map	http://commercecan.ic.gc.ca/
Canadian Industrial Innovation Centre	http://www.innovationcentre.ca
Community Futures Development Corporations	http://www.communityfutures.ca
CONTACT – Industry Canada	http://strategis.ic.gc.ca/sc_mangb/contact/engdoc/homepage.html
Department of Foreign Affairs & International Trade	http://www.dfait-maeci.gc.ca
Federal News Releases	http://canada.gc.ca/whats/whaind_e.html
Government of Canada	http://canada.gc.ca
Human Resources Development Canada	http://www.hrdc-drhc.gc.ca/
Labour Market Information	http://lmi-imt.hrdc-drhc.gc.ca
National Library of Canada	http://www.nlc-bnc.ca/
Statistics Canada	http://www.statcan.ca
Strategis	http://strategis.ic.gc.ca
Western Economic Diversification	http://www.wd.gc.ca

GOVERNMENT – PROVINCIAL

Canada-Saskatchewan Career & Employment Services	http://www.sasknetwork.gov.sk.ca
Government of Saskatchewan	http://www.gov.sk.ca
Government Press Releases	http://www.gov.sk.ca/newsrel/govnr.html
Post-Secondary Education & Skills Training	http://www.sasked.gov.sk.ca/P/index.html
Public Service Commission	http://www.gov.sk.ca/psc/
Saskatchewan Agriculture & Food	http://www.agr.gov.sk.ca
Saskatchewan Bureau of Statistics	http://www.gov.sk.ca/bureau.stats
Saskatchewan Economic & Co-operative Development	http://www.gov.sk.ca/econdev
Saskatchewan Education	http://www.sasked.gov.sk.ca/
Saskatchewan Energy & Mines	http://www.gov.sk.ca/enermine/
Saskatchewan Environment & Resource Management	http://www.serm.gov.sk.ca
Saskatchewan Finance	http://www.gov.sk.ca/finance/
Saskatchewan Justice	http://www.saskjustice.gov.sk.ca
Saskatchewan Labour	http://www.labour.gov.sk.ca
Saskatchewan Municipal Affairs, Culture and Housing	http://www.municipal.gov.sk.ca
Saskatchewan Opportunities Corporation	http://www.soco.sk.ca
Sasktel	http://www.sasktel.com
Saskatchewan Trade & Export Partnership	http://www.sasktrade.sk.ca

HOME-BASED BUSINESS

Canadian Association of Family Enterprise	http://www.cafeuc.org/
Fambiz	http://fambiz.com
Family Business	http://www.fambus.com/
Home-Based Business Bookstore	http://www.advgroup.com/
Home Business Works	http://www.homebusiness.com/FLAX/
Home Office Association of America	http://www.hoaa.com/
Saskatchewan Home-Based Business Association	http://www.shbba.sk.ca
Small & Home-Based Business Links	http://www.bizoffice.com/index.html
Talkbiz: Help for Small & Home-Based Business	http://www.talkbiznews.com/

HUMAN RESOURCES

Commercial Education & Training	http://www.strategis.ic.gc.ca/SSG/bp00416e.html
Easy Training	http://www.easytraining.com
Employers Online	http://employers.gc.ca
Employment & Training Information Guide	http://www.cbsc.org/sask/sbis/search/display.cfm?Code=8009&coll=SK_PROVIBIS_E
HR Online	http://www.hronline.com
Human Resource Office for Employers	http://hrmanagement.ca/
Human Resources Development Canada	http://www.hrdc.gc.ca/
SaskNetwork	http://www.sasknetwork.gov.sk.ca
The Conference Board of Canada	http://www2.conferenceboard.ca
WorkinfoNet	http://www.workinfonet.ca

INVENTIONS/INVENTORS

BC Inventors Society	http://www.inventors.ca/bc/
Canadian Innovation Centre	http://www.innovationcentre.ca/
Canadian Intellectual Property Office	http://cipo.gc.ca
Canadian Technology Network	http://ctn.nrc.ca/ctn/ctn.html
Intellectual Property Network	http://www.delphion.com/
Inventor's Digest Online	http://www.inventorsdigest.com
National Research Council	http://www.nrc.ca
Patent Cafe	http://www.patentcafe.com
Saskatchewan Research Council	http://www.src.sk.ca

MAGAZINES/NEWSPAPERS

BizNiz Net: The Business Network	http://www.bizniz.net/index.html
Business Week	http://www.businessweek.com/
Canada.com	www.canada.com/national/
Canadian Business Magazine	http://www.canadianbusiness.com/index.asp
CNN Financial Network	http://money.cnn.com
Consumer Reports Online	http://www.consumerreports.org/main/home.jsp
Entrepreneur Magazine	http://www.entrepreneurmag.com
Fortune Magazine	http//www.fortune.com
Globe & Mail Report on Business Magazine	http://www.robmagazine.com
Globe & Mail	http://www.globeandmail.ca/
Inc. Online	http://www.inc.com/home/
Internet World Magazine	http://www.iw.com
Moosomin World Spectator	http://www.world-spectator.com/
Newspaper Association of America	http://www.naa.org
Ottawa Business Journal	http://www.ottawabusinessjournal.com/
Sask News	http://www.sasknews.com
The Small Business Advisor	http://www.isquare.com/
The Wall Street Journal Interactive	http://online.wsj.com/public/us
The Western Producer Online	http://www.producer.com/

MANUFACTURING

Alliance of Manufacturers & Exporters Canada	http://www.palantir.ca
Canadian Company Capabilities	http://strategis.ic.gc.ca/sc_coinf/ccc/engdoc/homepage.html
Canadian Industrial Innovation Centre	http://www.innovationcentre.ca/
Canadian Trade Directory	http://www.ctidirectory.com/index.htm
CSA International Services	http://www.csa-international.org/default.asp?language=English
Frasers	http://www.frasers.com/
Innovation Place	http://www.innovationplace.com/html/frameset.html
PIMA – Prairie Implement Manufacturers Association	http://www.pima.ca/
Saskatchewan Products and Services	http://dreamretail.com/home.html
Saskatchewan Research Council	http://www.src.sk.ca
Society of Manufacturing Engineers	http://www.sme4.org/
Thomas Register of American Manufacturers	http://www2.thomasregister.com/login.cgi?&script_name=index.html

MARKETING

Building a News Release	http://www.canadaone.com/404page.html
Consumers & Electronic Commerce	http://www.strategis.ic.gc.ca
Electronic Commerce Guide	http://ecommerce.internet.com
Emarketer	http://emarketer.com/
Guide to North American Markets	http://www.headhunter.net/jobseeker/index.htm?siteid+cmhome
Marketing Basics Workshop	http://www.cbsc.org/osbw/pppp.html
Marketing Magazine	http://www.marketingmag.ca/index.cgi
Mouser Institute of Advertising	http://mouserinstitute.com/
Online Marketing Resource Centre	http://www.bizweb2000.com/
Protecting Yourself When Buying/Selling Online	http://www.ftc.gov/bcp/menu-internet.htm
Relationship Marketing Resources	http://www.relationshipmktg.com/
Web Marketing	http://www.azresource.com/
Web Reference.com	http://www.webreference.com
Wilson Internet Services	http://www.wilsonweb.com/

MISCELLANEOUS

Disability Weblinks	http://www.disabilityweblinks.ca
Food Service & Hospitality Industry	http://www.foodserviceworld.com
Recycler's World	http://www.recycle.net/recycle/index.html
Success	http://www.success.org/

NON PROFITS & CO-OPERATIVES

Background Information on Non-Profits	http://www.plea.org/
Charitable Non-Profits	http://www.ccra-adrc.gc.ca/E/pub/tg/cnews9em/cnews9-e.html
Charity Village	http://www.charityvillage.com/charityvillage/main.asp
Co-operative Glossary	http://www.cbsc.org/sask/sbis/search/display.cfm?code5913&Coll=SK_PROVBIS_E
Co-operative Governance	http://www.cbsc.org/sask/sbis/search/display.cfm?Code5918&coll=SK_PROVBIS_E
Core Functions & Processes of Co-operative Governance	http://www.cbsc.org/sask/sbis/search/display.cfm?Code=5920&coll=SK_PROVBIS_E
Financing a Saskatchewan Co-operative	http://www.cbsc.org/sask/sbis/search/display.cfm?Code=5917&coll=SK_PROVBIS_E
Registering a Non-Profit	http://www.saskjustice.gov.sk.ca
Tax Information for Non-Profits	http://www.ccra-adrc.gc.ca/tax/nonprofit/menu-e.html

RETAIL

Canadian Restaurant & Food Association	http://www.crfa.ca/
Retail Council of Canada	http://www.retailcouncil.org/
Retailing on the Internet	http://strategis.ic.gc.ca/SSG/ir01581e.html
Retail Works	http://www.retailworks.com/index.html
The Mouser Institute of Advertising	http://www.mouserinstitute.com

SEARCH ENGINES/LINK SITES

All in One Search Engine	http://www.allonesearch.com
Alta Vista (Canada)	http://ca.altavista.com/
Alta Vista	http://www.altalvista.com/
Excite	http://excite.com/myexcite/my.jsp
HotBot	http://www.hotbot.lycos.com/
Mamma	http://www.mamma.com/
MetaCrawler	http://www.metacrawler.com/index.html
Search Engine Watch	http://www.searchenginewatch.com/
Sympatico	http://www.sk.sympatico.ca/
Yahoo Canada	http://ca.yahoo.com
Yahoo	http://www.yahoo.com/

SMALL BUSINESS SITES

Business Directory	http://www.ioma.com
Business Know-How	http://www.businessknowhow.com
Business Owners Toolkit	http://www.toolkit.cch.com
Business Town.com	http://www.businesstown.com/
Canada One	http://www.canadaone.com
Canadian Business Map	http://commercecan.ic.gc.ca/
Idea Café – The Small Business Channel	http://www.ideacafe.com/
Saskatchewan Better Business Bureau	http://www.saskatchewan.bbb.org/
SBA: Small Business Administration	http://www.sbaonline.sba.gov/
Steps to Competitiveness	http://strategis.ic.gc.ca/sc_indps/service/engdoc/steps.html
Steps to Growth Capital	http://strategis.ic.gc.ca/sc_mangb/stepstogrowth/engdoc/homepage.php

TELEPHONE DIRECTORIES

Canada 411	http://canada411.sympatico.ca/
Canada Yellow Pages	http://www.yellowpages.sympatico.ca
MySask.com	http://mysask.sympatico.ca/portal/index.jsp
Phone Lists; Websites; Area Codes; etc.	http://www.555-1212.com
Switchboard: Find a Person	http://www.switchboard.com/bin/cgiqa.dll?mg=
Telephone Directories on the Web	http://www.teldir.com/
The Ultimate Directory – Infospace	http://www.infospace.com/
Yellow Pages (US)	http://www.bigbook.com
Yellow.ca	http://www.yellow.ca/y/home.html

WOMEN

Alberta Women's Enterprise Initiative Association	http://www.aweia.ab.ca/web/webhome.nsf?Open
Businesswomen in Trade	http://www.infoexport.gc.ca/businesswomen/essentialtools/webresources-e.asp
Canadian Women's Business Network	http://www.cdnbizwomen.com
Saskatchewan Women's Secretariat	http://www.womensec.gov.sk.ca/
Women Entrepreneurs of Saskatchewan	http://www.womenentrepreneurs.sk.ca/

YOUTH

Aboriginal Youth Business Council	http://www.aybc.org/
BDC's Student Business Loans	http://www.bdc.ca/bdc/home/Default.asp
Business Development Bank of Canada	http://www.bdc.ca/bdc/home/Default.asp
Canadian Youth Business Foundation	http://www.cybf.ca/
Career Circuit	http://www.thecircuit.org
e-Start	http://strategis.ic.gc.ca/SSG/er00001e.html
Junior Achievements of Canada	http://www.jacan.org/
REALM Magazine	http://www.realm.net/index-e.cfm
Saskatchewan Learning	http://psest.sasked.gov.sk.ca/
The Edge	http://www.theedgemag.org/EH/eh.html
University of Regina Student Connection Program	http://tdi.uregina.ca/~ursc/
You Corp: Steal This Idea	http://www.stealtheseideas.com
Young Entrepreneurs Association of Canada	http://www.yea.ca/
Youth Employment Information	http://www.youth.gc.ca

PRODUCT SOURCES

NAME: Saskatchewan Livestock Association

ADDRESS:
Exhibition Grounds
Canada Centre 2nd Floor
Box 3771
Regina, Saskatchewan S4P 3N8

PHONE: (306) 757-6133 **FAX:** (306) 525-5852

PRODUCTS: Livestock

E-MAIL: sla@accesscomm.ca

NAME: Northcott Cattle Co. Inc.

ADDRESS:
Highway #1 East
Regina, Saskatchewan S4P 2Z5

PHONE: (306) 525-0589

PRODUCTS: Cattle Brokers

NAME: Heartland Livestock Services

ADDRESS:
Highway #1 East
Regina, Saskatchewan S4P 2Z5

PHONE: (306) 757-3601 **FAX:** (306) 789-5707

PRODUCTS: Livestock dealers.

WEB SITE: www.hls.ca

E-MAIL: web@hls.ca

NAME: Roy Leitch Livestock
(615238 Saskatchewan Limited)

ADDRESS:
Site 6, Box 7
Craven, Saskatchewan S0G 0W0

PHONE: (306) 569-0796 **FAX:** (306) 757-7130

PRODUCTS: Sheep and lambs

PRODUCT SOURCES

NAME: Saskatchewan Rabbit Meat Producers Incorporated

ADDRESS: Box 22202
Regina, Saskatchewan S4S 7H4

PHONE: (306) 757-9913

PRODUCTS: Live rabbits for abattoirs

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Jarvis Industries Canada Limited

ADDRESS: 3915, 78th Avenue South East Bay A
Calgary, Alberta T2C 2J6

PHONE: (403) 236-5350 **FAX:** (306) 279-8005

PRODUCTS: Abattoir Equipment

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design - store fixtures, equipment, refrigeration, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Western Retail Interiors

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1YN

CONTACT: Doug Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Layout, design and fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Canada Cases Limited

ADDRESS: 585 Plinquet Street
Winnipeg, Manitoba R2J 0G3

PHONE: (204) 233-7300 **FAX:** (204) 233-6800

PRODUCTS: Kyser/ Warren new refrigeration & mechanical equipment, Structural Concepts refrigeration cases, Cortina millwork products, reconditioned cases.

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Refrigerated display cases, walk-in-coolers, new and used equipment and service, checkouts, compressors etc., layout, design and racking.

NAME: M L Scale & Butcher Supply

ADDRESS: 734A 45th Street West
Saskatoon, Saskatchewan S7L 5X1

PHONE: (306) 382-4789 **FAX:** (306) 668-6171

PRODUCTS: Scales, labellers, slicers, saws, tenderizers, cutlery, mincers and vacuum packaging machines. Sales, service and rentals.

TRADE SHOWS

NAME: Saskatchewan Meat Processors Association

FREQUENCY: Annual (February)

ADDRESS: 2548 Garnet Street
Regina, Saskatchewan S4T 3A5

CONTACT: Anne Stables, Business Office

PHONE: (306) 522-3709 **FAX:** (306) 522-6259

PRODUCTS: Convention and Trade Show including all aspects of the meat industry. Spices, equipment, refrigeration, air purifiers, insurance, etc.

E-MAIL: smpa@sk.sympatico.ca

NAME: Canadian Western Agribition

FREQUENCY: Annual

ADDRESS: Canadian Western Agribition
Box 3535
Regina, Saskatchewan S4P 3J8

CONTACT: Leon Brin, G.M.

PHONE: (306) 565-0565 **FAX:** (306) 757-9963

PRODUCTS: Products and services agriculturally related. Most types of livestock, art, clothing, food.

WEB SITE: www.agribition.com

E-MAIL: agribition@sk.sympatico.ca

TRADE SHOWS

NAME: Western Canada Farm Progress Show

FREQUENCY: Annual (June)

ADDRESS:
Western Canada Farm Progress Show
Box 167,
Regina, Saskatchewan S4P 2Z6

PHONE: (306) 781-9316 **FAX:** (306) 781-9396
Or 1-888-734-3975

PRODUCTS: Local, provincial, national and international agriculture equipment, products & services, chemicals, fertilisers, machinery, demonstrations, inventions, family exhibits, research and technology.

WEB SITE: www.wcfps.com

E-MAIL: wcfps@reginaexhibition.com

NAME: Swift Current Agricultural & Exhibition Association Frontier Days

FREQUENCY: Annual (Summer)

ADDRESS:
Agricultural & Exhibition Assn.
Box 146
Swift Current, Saskatchewan S9H 3V5

CONTACT: Rudy Friesen, General Manager

PHONE: (306) 773-2944 **FAX:** (306) 773-7015

PRODUCTS: Agricultural, horticultural, industrial, home crafts, livestock, light horse show and rodeo, 4-H shows, midway/grandstand entertainment, casino, cowboy poetry, etc.

WEB SITE: www.swiftcurrentex.com

E-MAIL: swiftcurrentex@sk.sympatica.ca

TRADE SHOWS

NAME: Saskatoon Fall Fair

FREQUENCY: Annual (November)

ADDRESS:
Prairieland Exhibition Park
Box 6010
Saskatoon, Saskatchewan S7K 4E4

PHONE: (306) 931-7149
Or 1-888-931-9333
FAX: (306) 931-7886

PRODUCTS: Farm & livestock equipment, cattle show & sale, agriculture's newest innovative products and services.

WEB SITE: www.saskatoonex.com

E-MAIL: contactus@saskatoonex.com

NAME: AG Expo & North American Seed Fair

FREQUENCY: Annual (March)

ADDRESS:
Lethbridge and District Exhibition Grounds
3401 Parkside Drive S
Lethbridge, Alberta T1J 4R3

CONTACT: Lorne Darlington, Show Manager

PHONE: (403) 328-4491
FAX: (403) 320-8139

PRODUCTS: Pure-bred beef cattle, livestock, & horticulture

WEB SITE: www.lethbridgeexhibition.com

E-MAIL: events@lethbridgeexhibition.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Meat Processors Association

ADDRESS: 2548 Garnet Street
Regina, Saskatchewan S4T 3A5

CONTACT: Anne Stables, Secretary-Treasurer

PHONE: (306) 522-3709 **FAX:** (306) 522-6259

E-MAIL: smpa@sk.sympatico.ca

NAME: Saskatchewan Livestock Association

ADDRESS: Exhibition Park Canada Centre Building
Box 3771
Regina, Saskatchewan S4P 3N8

PHONE: (306) 757-6133 **FAX:** (306) 525-5852

E-MAIL: sla@accesscomm.ca

NAME: Alberta Food Processors Association (AFPA)

ADDRESS: 10403 - 172nd Street, Suite 220
Edmonton, Alberta T5S 1K9

PHONE: (403) 444-2272 **FAX:** (403) 483-7590

WEB SITE: http://www.afpa.com

EMAIL: info@afpa.com

NAME: Canadian Meat Council (CMC)

ADDRESS: Dow's Lake Court
875 Carling Avenue, Suite 410
Ottawa, Ontario K1S 5P1

CONTACT: Bob Weaver, General Manager

PHONE: (613) 729-3911 **FAX:** (613) 729-4997

WEB SITE: www.cmc-cvc.com

E-MAIL: info@cmc-cvc.com

TRADE ASSOCIATIONS

NAME: Canadian Cattlemen's Association

ADDRESS: 215 - 6715 8th Street North East
Calgary, Alberta T2E 7H7

PHONE: (403) 275-8558 **FAX:** (403) 274-5686

WEB SITE: http://www.cattle.ca

E-MAIL: feedback@cattle.ca

Source: Directory of Associations in Canada 2002, Micromedia Ltd.

TRADE JOURNALS

NAME: (1) AAMPlifier/Capital Line-up
(2) Gold Book

FREQUENCY: (1) Twenty-four issues per year
(2) Biennial (1991, 1993, etc.)

ADDRESS: American Association of Meat Processors
P.O. Box 269
1 Meeting Place
Elizabethtown, Pennsylvania 17022

PHONE: (717) 367-1168 **FAX:** (717) 367-9096

DESCRIPTION: (1) information to small meat processors, capital line-ups & information pertaining to government activities.
(2) Listing of association members, meat businesses, industry suppliers, allied industry groups & individuals.

WEB SITE: www.aamp.com

E-MAIL: aamp@aamp.com

NAME: Meat & Poultry (The Business Journal)

FREQUENCY: Monthly

ADDRESS: Sosland Publishing Company
4800 Main Street, Suite 100
Kansas City, Montana 64112-2513

PHONE: (816) 756-1000 **FAX:** (816) 756-0494

NAME: Meat Marketing & Technology

FREQUENCY: Monthly

ADDRESS: Marketing & Technology Group
1415 North Dayton St
Chicago, Illinois 60622

PHONE: (312) 266-3311 **FAX:** (312) 266-3363

WEB SITE: www.mtgplace.com

E-MAIL: mark@mtgplace.com

NAME: Processing

FREQUENCY: Twelve issues per year plus additional handbooks

ADDRESS:
Putnam Media
555 West Pierce Road, Suite 301
Itasca, Illinois 60143

PHONE: (630) 467-1300 **FAX:** (630) 467-1120

NAME: Meat Business Magazine

FREQUENCY: Monthly

ADDRESS:
Print & Publishing, Inc
109 W. Washington St.
Millstsdt, Illinois 62260

PHONE: (618) 476-7770
Or 1-800-451-0914
FAX: (618) 476-1616

E-MAIL: bizmag@mo.net

NAME: Meat Processing

FREQUENCY: Monthly

ADDRESS:
Watt Publishing Co.
122 S. Wesley Ave
Mount Morris, Illinois 61054-1497

PHONE: (815) 734-4171 **FAX:** (815) 734-5649

WEB SITE: www.wattnet.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Meat and Poultry Products Industries

FREQUENCY: Annual

AUTHOR: Statistics Canada, 32-232

USE: Number of establishments, wages, salaries, operational costs, materials and supplies used for Canada and Province.

NAME: Red Meat Industry Study

FREQUENCY: Varies

AUTHOR: Saskatchewan Industry and Resources
Policy and Co-ordination Division

NAME: AgInfonet

USE: Provides updated market prices, weather information, agricultural related trade shows, conferences, associations, manufacturers, producers, suppliers, etc. This is a powerful search engine for agricultural related links.

WEB SITE: http://www.aginfonet.sk.ca

E-MAIL: infonet@aginfonet.com

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Canada
SIC 1011 - Meat and Meat Products Industry (Except Poultry)

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	170							
Revenue Range								
Low Value ($ 000)	30	30	159	30	49	159	896	
High Value ($ 000)	5000	159	5000	49	159	896	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	65.1(A)	24.2	67.3	4.0	34.0	56.6	69.0	96.5
Purchases and material	65.4(A)	23.2	67.7	4.0	32.7	55.9	69.6	95.9
Closing inventory	4.7(B)	2.4	4.8	0.2	3.4	7.7	4.4	44.7
	4.3(B)	3.3	4.4	0.3	4.8	8.4	3.8	44.7
Wages, salaries, and benefits	14.8(A)	27.2	14.1	48.5	16.8	11.4	14.6	74.7
Direct	4.3(B)	2.1	4.5	0.1	3.1	3.1	4.7	20.6
Indirect	10.5(A)	25.1	9.7	48.3	13.7	8.3	9.9	61.2
Occupancy expenses	8.7(A)	17.8	8.2	19.9	16.8	17.9	6.6	99.4
Depreciation	3.3(A)	9.4	3.0	10.6	8.8	12.3	1.5	87.1
Repairs and maintenance	1.8(A)	1.8	1.8	0.3	2.5	2.2	1.8	85.3
Fuel and oil	0.1(B)	0.3	0.1	0.1	0.4	0.1	0.1	15.3
Utilities	2.6(B)	5.5	2.5	8.8	4.0	2.5	2.5	71.8
Rent	0.8(B)	0.8	0.8	0.2	1.2	0.7	0.8	35.3
Financial expenses	1.2(A)	4.4	1.0	3.6	4.8	2.6	0.8	95.9
Interest and bank charges	0.7(A)	2.3	0.6	0.6	3.2	1.4	0.5	83.5
Professional fees	0.5(A)	2.1	0.4	2.9	1.6	1.2	0.3	85.9
General expenses	2.0(A)	1.7	2.0	0.4	2.4	1.8	2.0	89.4
Advertising	0.6(B)	0.9	0.6	0.2	1.3	0.5	0.6	77.6
Delivery expenses	0.9(B)	0.4	0.9	0.0	0.6	0.9	1.0	29.4
Insurance	0.4(B)	0.4	0.4	0.2	0.5	0.4	0.5	58.2
Other expenses	5.4(A)	17.9	4.7	21.5	16.1	11.2	3.6	100.0
Total expenses	97.1(A)	93.1	97.3	97.9	90.8	101.4	96.6	100.0
Net profit/loss	2.9(B)	6.9	2.7	2.1	9.2	-1.4	3.4	100.0
Average number of paid employees	4.8	0.9	8.7	1.1	0.8	1.8	15.7	
FINANCIAL RATIOS								
Interest coverage ratio (times)	5.2	4.0	5.5	4.2	3.9	0.0	8.0	
Gross margin (percent)	20.1	48.6	18.6	47.5	49.2	32.0	16.5	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	59							
Gross operating revenue	1034.4(A)	99.2	1491.6	38.9	109.3	355.7	2283.0	
Total expenses	988.0(A)	77.5	1433.1	22.6	86.7	338.5	2195.8	
Net profit	46.4(A)	21.6	58.5	16.4	22.5	17.2	87.3	
Non-Profitable								
Gross operating revenue	191.4(B)	54.4	596.5	48.2	71.0	348.7	1921.3	
Total expenses	208.9(B)	60.1	649.2	49.1	89.0	395.0	2008.5	
Net loss	-17.5(B)	-5.6	-52.7	-0.9	-18.1	-46.3	-87.1	
1995								
Profitable								
Percent of businesses	61							
Gross operating revenue	704.2(A)	122.2	1167.3	63.3	240.4	585.9	1546.2	
Total expenses	676.1(A)	111.2	1125.6	54.0	226.0	580.7	1480.8	
Net profit	28.1(B)	11.0	41.7	9.3	14.3	5.2	65.4	
Non-Profitable								
Gross operating revenue	591.8(A)	206.4	1145.9	56.8	270.9	674.6	2393.2	
Total expenses	607.6(A)	213.2	1174.6	60.9	278.9	698.4	2434.9	
Net loss	-15.8(A)	-6.8	-28.7	-4.1	-8.0	-23.8	-41.7	

http://strategis.ic.gc.ca/cgi-bin/sc_mrksv/contact/sbp/sbp_e.cgi

PRODUCT SOURCES

NAME: Belarus Equipment of Canada Limited

ADDRESS: 44 Kress St
Regina, Saskatchewan S4N 5Y3

PHONE: (306) 757-5635 **FAX:** (306) 525-0624

PRODUCTS: Distributors of agricultural parts & equipment. Dealer inquires welcome.

WEB SITE: http://www.belarus.ca

E-MAIL: info@belarus.ca

NAME: John Deere Limited

ADDRESS: 455 Park Street
Regina, Saskatchewan S4N 5B2

PHONE: (306) 791-3200

PRODUCTS: Western Canada marketing department, wholesale only. Tractors and various farming implements.

WEB SITE: www.deere.com

NAME: Ralph McKay (Canada) Limited

ADDRESS: 130 Hodsman Road
Regina, Saskatchewan S4N 5X4

PHONE: (306) 721-9292 **FAX:** (306) 721-9622

PRODUCTS: Manufacturers of cultivator sweeps & shovels. All earth engaging equipment.

WEB SITE: http://www.mckayempire.com

NAME: Rite Way Manufacturing Company Limited

ADDRESS: 1891 Albert Street North
Regina, Saskatchewan S4P 3H1

PHONE: (306) 963-2180
Or 1-800-352-8822 **FAX:** (306) 775-0447

PRODUCTS: Manufacturers of harrow packer drawbars, pulse rock rollers, accu-seeders, rock pickers, rock windrowers, harrow drawbars, chisel plows & chemical applicators.

PRODUCT SOURCES

NAME: Sakundiak Equipment Limited

ADDRESS:
Box 1996
2800 Pasqua Street North
Regina, Saskatchewan S4P 3E1

PHONE: (306) 545-4044 **FAX:** (306) 545-4216

PRODUCTS: Manufacturers of grain handling equipment.

WEB SITE: http://www.sakundiak.com

E-MAIL: sakundiak.equip@sk.sympatico.ca

NAME: Warren's Farm & Ranch Directory

ADDRESS:
Box 189
Bethune, Saskatchewan S0G 0W0

PHONE: (306) 638-2208 **FAX:** (306) 638-3130

PRODUCTS: Lists manufacturers and sellers of equipment, products and services

WEB SITE: http://www.farm-ranch-directory.com

E-MAIL: warrens@sk.sympatico.ca

NAME: Saskatchewan Industry and Resources

ADDRESS:
1919 Saskatchewan Drive
Regina, Saskatchewan S4P 3V7

PHONE: (306) 787-2232 **FAX:** (306) 787-2159

PRODUCTS: List of equipment manufacturers

WEB SITE: http://www.ir.gov.sk.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, store fixtures, etc.

WEB SITE: http://www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout designs, racking, etc.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layouts, design, installation, metal shelving & racking etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Manufacturers and distributors of store fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Fairwell Commercial Interiors Ltd.

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Contractor

TRADE SHOWS

NAME: Western Canada Farm Progress Show

FREQUENCY: Annual - June [trade & consumer]

ADDRESS: Western Canada Farm Progress Show
Box 167
Regina, Saskatchewan S4P 2Z6

PHONE NO: (306) 781-9200 **FAX:** (306) 565-3443

PRODUCTS: Agricultural products, dryland technology, ideas and information.

WEB SITE: http://www.wcfps.com

E-MAIL: wcfps@reginaexhibition.com

NAME: Canadian Western Agribition

FREQUENCY: Annual - September [consumer]

ADDRESS: Canadian Western Agribition
Box 3535
Regina, Saskatchewan S4P 3J8

CONTACT: Leon Brin, General Manager

PHONE NO: (403) 347-4491 **FAX:** (403) 343-6188

PRODUCTS: Products and services agriculturally related. Large variety of livestock, art, clothing, and food.

WEB SITE: http://www.agribition.com

E-MAIL: agribition@sk.sympatico.ca

TRADE SHOWS

NAME: International Plowing Match & Farm Show

FREQUENCY: Annual - September [trade & consumer]

ADDRESS:
Ontario Plowman's Association
188 Nicklin Road
Guelph, Ontario N1H 7L5

CONTACT: Frank Rider, Manager

PHONE: (519) 767-1967 **FAX:** (519) 767-2101

PRODUCTS: Farm products & services.

WEB SITE: http://www.plowingmatch.org

E-MAIL: admin@plowingmatch.org

NAME: Northlands Farm & Ranch Show

FREQUENCY: Annual - March [Consumer]

ADDRESS:
999 - 8th Street S.W.
Calgary, Alberta T2R 1N7

CONTACT: Peter Faloon, Manager

PHONE: (403) 209-3555 **FAX:** (403) 245-8649

PRODUCTS: Farm equipment, machinery, fertiliser, feed service & allied agricultural products.

WEB SITE: http://www.farmandranchshow.com/

E-MAIL: nfrvisitor@ca.dmgworldmedia.com

NAME: Saskatoon Fall Fair

FREQUENCY: Annual - November (Trade & Consumer)

ADDRESS:
Prairieland Exhibition Park
Box 6010
Saskatoon, Saskatchewan

PHONE: (306) 931-7149 **FAX:** (306) 931-7149

WEB SITE: http://www.saskatoonex.com

E-MAIL: contactus@saskatoonex.com

TRADE SHOWS

NAME: Atlantic Farm Mechanization Show

FREQUENCY: Biennial - March [Consumer & Trade]

ADDRESS:
Atlantic Farm Mechanization Show Office
PO Box 4604
Robichaud, New Brunswick E0A 2S0

CONTACT: Teresa McGuire, Show Manager

PHONE: (506) 856-9898 **FAX:** (506) 532-9179

PRODUCTS: New lines and ideas in farm equipment.

WEB SITE: http://www.countrymagazines.com/farm%20show%2001.html

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NAME: Canadian International Farm Equipment Show

FREQUENCY: Annual - February [Trade]

ADDRESS:
Dawn Morris Productions, Incorporated
1434 Chemong Road, Unit 3
R.R. #1
Peterborough, Ontario K9J 6X2

CONTACT: Jane Hickman, Show Manager

PHONE: (705) 741-2536 **FAX:** (705) 741-2539

PRODUCTS: Farm equipment/machinery/buildings, seed, material handling, feed, seed, fertiliser, chemicals, service companies and suppliers.

NOTE: For show review see Farm Equipment Quarterly

WEB SITE: http://www.torontofarmshow.com

E-MAIL: info@torontofarmshow.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Farm & Industrial Equipment Institute

ADDRESS: 3350 South Service Road
Burlington, Ontario L7M 3M6

CONTACT: Brent Hamre, President

PHONE: (905) 632-8483 **FAX:** (905) 632-7138

WEB SITE: www.cfiei.ca

E-MAIL: info@cfiei.ca

NAME: Prairie Implement Manufacturers Association (PIMA)

ADDRESS: Canada Centre Building, Exhibition Park
P.O. Box 636
Regina, Saskatchewan S4P 3A3

PHONE: (306) 522-2710 **FAX:** (306) 781-7293
Or 1-888-999-7462

WEB SITE: http://www.pima.ca

E-MAIL: pima@pima.ca

NAME: Prairie Agriculture Machinery Institute (PAMI)

ADDRESS: Highway #5 West
P.O. Box 1900
Humboldt, Saskatchewan S0A 2A0

CONTACT: Barrie Broad, Manager

PHONE: (306) 682-2555 **FAX:** (306) 682-5080
Or 1-800-567-7264

WEB SITE: http://www.pami.ca

E-MAIL: Humboldt@pami.ca

Source: Directory of Associations in Canada 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Saskatchewan Implement Buyer's Guide

FREQUENCY: Annual

ADDRESS:
Warren's Farm & Ranch Directory
Box 189
Bethune, Saskatchewan S0G 0H0

PHONE: (306) 638-2208
Or 1-800-667-2208
FAX: (306) 638-3130

WEB SITE: www.farm-ranch-directory.com

E-MAIL: warrens@sk.sympatico.ca

NAME: Agricultural Implement Industry

FREQUENCY: Annual

PUBLISHER: Statistics Canada Publications

CONTACT: Bob McKenzie

PHONE: (306) 975-4391

E-MAIL: mckenzie.bob@ic.gc.ca

NAME: Le Meunier

FREQUENCY: Three issues per year (Spring, Summer, Fall)

ADDRESS:
AQINAC, Local 115
2323 Versant Road, Bureau 115
Saint-Foy, Quebec G1N 4P4

PHONE: (418) 688-9227
FAX: (418) 688-3575

E-MAIL: aqinac@globetrotter.qc.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	426	30	-	426	-	
High Value ($ 000)	5000	426	5000	-	426	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	58.0(A)	71.4	55.4	-	-	-	-	100.0
Purchases and material	61.3(A)	71.6	59.3	-	-	-	-	100.0
Closing inventory	19.7(B)	6.9	22.2	-	-	-	-	75.0
	16.5(B)	6.6	18.4	-	-	-	-	68.8
Wages, salaries, and benefits	20.5(B)	7.9	22.9	-	-	-	-	81.3
Direct	6.2(C)	0.0	7.3	-	-	-	-	25.0
Indirect	14.3(B)	7.9	15.6	-	-	-	-	81.3
Occupancy expenses	5.0(B)	6.9	4.7	-	-	-	-	100.0
Depreciation	2.5(B)	3.0	2.3	-	-	-	-	93.8
Repairs and maintenance	0.7(B)	1.0	0.7	-	-	-	-	87.5
Fuel and oil	0.1(B)	0.0	0.1	-	-	-	-	6.3
Utilities	1.4(B)	2.9	1.1	-	-	-	-	100.0
Rent	0.3(B)	0.0	0.4	-	-	-	-	31.3
Financial expenses	2.0(B)	3.4	1.7	-	-	-	-	100.0
Interest and bank charges	1.5(B)	2.9	1.3	-	-	-	-	93.8
Professional fees	0.5(B)	0.6	0.4	-	-	-	-	100.0
General expenses	2.8(B)	2.8	2.8	-	-	-	-	100.0
Advertising	1.2(B)	0.9	1.3	-	-	-	-	81.3
Delivery expenses	1.0(C)	0.7	1.0	-	-	-	-	37.5
Insurance	0.6(B)	1.3	0.5	-	-	-	-	87.5
Other expenses	6.3(B)	7.6	6.0	-	-	-	-	100.0
Total expenses	94.6(A)	100.0	93.6	-	-	-	-	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	5.3	0.8	9.8	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	21.5	20.8	21.6	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	27							
Gross operating revenue	1995.5(A)	-	-	-	-	-	-	
Total expenses	1822.1(A)	-	-	-	-	-	-	
Net profit	173.4(C)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	343.1(B)	-	-	-	-	-	-	
Total expenses	349.5(B)	-	-	-	-	-	-	
Net loss	-6.4(C)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	52							
Gross operating revenue	562.0(A)	436.1	1302.3	128.5	675.5	-	-	
Total expenses	523.4(A)	397.8	1261.7	119.5	614.5	-	-	
Net profit	38.6(A)	38.3	40.6	9.1	61.0	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Acklands - Grainger Incorporated

ADDRESS: 680 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 721-3200 **FAX:** (306) 721-3414

PRODUCTS: Auto parts & accessories.

WEB SITE: www.acklandsgrainger.com

E-MAIL: fleeces@agi.ca

NAME: City Auto Paints

ADDRESS: 1333 McIntyre Street
Regina, Saskatchewan S4R 2M9

PHONE: (306) 522-1010 **FAX:** (306) 352-0397

PRODUCTS: Sherwin Williams automotive finishes. Complete line of autobody products.

NAME: Quest Automotive Supply Limited

ADDRESS: 1121 Osler Street
Regina, Saskatchewan S4R 8R4

PHONE: (306) 545-6414 **FAX:** (306) 545-5601

PRODUCTS: Auto parts & supplies. Auto paints by PPG.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layout, design, installation, shelving, racking, etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Hussman Canada Inc.		
ADDRESS:	115 Kress Street Regina, Saskatchewan	S4N 5X8	
PHONE:	(306) 721-2700	**FAX:**	(306) 721-4711
	Or		
ADDRESS:	Hussman Canada Inc. Saskatoon, Saskatchewan		
PHONE:	(306) 934-4440		
PRODUCTS:	Shelving, design layouts, racking.		

TRADE SHOWS

NAME: Canadian Autorama

FREQUENCY: Annual - Marsh (Consumer)

ADDRESS: 16 Wakefield Crescent
London, Ontario N5X 1Z7

CONTACT: Don H. Cook, Show Manager

PHONE: (519) 451-5368

PRODUCTS: Automotive vendors, parts, equipment, literature, accessories, hot rods, custom cars, restored/antique cars, specialty vehicles, concept cars.

NAME: Speedorama Auto Show

FREQUENCY: Annual - January [Trade & Consumer]

ADDRESS: Speedorama Shows Incorporated
3370 South Service Road
Burlington, Ontario L7N 3M6

CONTACT: Gary Wallace, Show Manager

PHONE: (905) 634-7736 **FAX:** (905) 634-1304

PRODUCTS: Cars & bikes and after-market parts, services & accessories.

NAME: Pacific International Auto & Light Truck Show

FREQUENCY: Annual - March

ADDRESS: 3657 Wayburne Drive
Burnaby, British Columbia V5G 3L1

CONTACT: Paul Cramp, Show Manager

PHONE: (604) 294-8330 **FAX:** (604) 294-8359

WEB SITE: http://www.carclickbc.com/autoshow/

E-MAIL: autoshow@bcada.org

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Automotive Repair & Service Council

ADDRESS: 9120 Leslie St, Suite 6
Richmond Hill, Ontario L4B 3J9

CONTACT: Daniel Bell, President

PHONE: (905) 709-1010 **FAX:** (905) 709-1013

WEB SITE: www.cars-council.ca

E-MAIL: askus@cars-souncil.ca

NAME: Canadian Automobile Association (CAA) Saskatchewan

ADDRESS: 200 Albert St. North
Regina, SK S4R 5E2

PHONE: (306) 791-4321 **FAX:** (306) 949-4461

WEB SITE: http://www.caasask.sk.ca

E-MAIL: caa.admin@caasask.sk.ca

NAME: Automotive Trades Association of Manitoba Incorporated (ATA)

ADDRESS: 1456 Pembina Highway, Unit B
Winnipeg, Manitoba R3T 2C3

CONTACT: Jean McKenzie, General Manager

PHONE: (204) 475-3235 **FAX:** (204) 453-5743

WEB SITE: www.ata.mb.ca

E-MAIL: ata@ilof.ca

Source: Directory of Associations in Canada, 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Bodyshop

FREQUENCY: Bimonthly

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035
Or 1-800-668-2374
FAX: (416) 442-2200

NAME: Collision Quarterly

FREQUENCY: Quarterly

ADDRESS:
Automotive Retailer's Publishing Co., Ltd
8980 Fraserwood Ct, unit 1
Burnaby, B.C. V5J 5H7

PHONE: (604) 432-7987 **FAX:** (604) 432-1756

E-MAIL: publish@ara.bc.ca

NAME: Automotive Body Repair News

ADDRESS:
Cahner's Business Information
2000 Clearwater Drive
Oak Brook, Illinois 60523

PHONE: (630) 320-7000 **FAX:** (630) 320-7110

E-MAIL: marketaccess@cahners.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Auto Paint & Body Repair

AUTHOR: American Entrepreneurs Association

USE: Information on establishing an autobody business.

NAME: Automotive Body & Paint Shop

AUTHOR: Entrepreneur Magazine 'Starting a Small Business' Series

USE: Information on establishing an autobody business.

NAME: Automotive Service Business, Operations & Management.

AUTHOR: Crouse, William Henry
C/o: McGraw Hill Book Company

USE: Information on many aspects of the automotive business.

NAME: Automotive Marketing

AUTHOR: Cahner's Business Information

ADDRESS: 350 Hudson Street
4th Floor
New York, NY 10014-4515

PHONE: (212) 519-7700

USE: Information on many aspects of the automotive business including management and marketing strategies.

PRODUCT SOURCES

NORTH AMERICAN MOTOR VEHICLE MANUFACTURERS

American Motors [Canada] Limited
Automobiles Renault Canada Limited
Chrysler Canada Ltd.
Flyer Industries Ltd.
Ford Motor Company of Canada Ltd
General Motors of Canada Ltd
Honda Canada Inc.
Jeep of Canada Ltd.
Mack Canada Inc.
Western Star Trucks Inc.
Motor Coach Industries Limited
Navistar Int'l Corp. Canada
Ontario Bus Industries Ltd.
Paccar du Canada Limitee
Pacific Truck and Trailer Ltd.
Prevost Car Inc.
Thomas Built Busses of Canada
Volkswagen Canada Ltd.
Volvo [Canada] Ltd.

IMPORTERS & DISTRIBUTORS OF FOREIGN VEHICLES

Arrow Colt Div. Chrysler Can. Ltd.
Himac Sales & Service Ltd.
Honda Canada Inc.
Mazda Canada Inc.
Nissan Automobile Co. Can. Ltd.
Subaru Auto of Canada Ltd.
Suzuki Canada Inc.
Toyota Canada Inc.
Mercedes Benz Canada Inc.
Rolls Royce Motor Cars Ltd.
Skocar Inc.
Tracteur Terra Power Cie Ltee.
Volvo [Canada] Ltd.
Automobiles Renault Canada
B.M.W. Canada Inc.
Baythorne Diesel Products Ltd.
Carter Motor Cars Ltd.
Ford Motor Co, of Canada Ltd.
Freightliner of Canada Ltd.
Hyundai Auto of Canada Inc.
Inacars Inc.
Peugot Div. Chrysler Canada
SAAB Motor Cars
TGT Transglobe Trade Inc.
Volkswagen Canada Inc.

PRODUCT SOURCES

NAME: Automotive Marketer (Annual Buyers Guide)

FREQUENCY: Annual

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035
Or 1-800-668-2374
FAX: (416) 442-2200

PRODUCTS: Comprehensive listing of products & equipment with a cross reference of suppliers in the Canadian automotive aftermarket.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 (306) 721-2175

PRODUCTS: Layout, design, installation, shelving, racking, etc.

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout design & racking.

TRADE SHOWS

NAME: Edmonton International Auto & Truck Show

FREQUENCY: Annual

ADDRESS: Edmonton Motor Dealer's Association
9249 48th Street
Edmonton, Alberta T6B 2R9

CONTACT: Laura Haynes, Show Manager

PHONE: (780) 423-2401 **FAX:** (780) 423-2413

PRODUCTS: Current year models as well as on concept & pre-production models

WEBSITE: www.emdacars.com

E-MAIL: contactemda@emdacars.com

NAME: Canadian International Auto Show

FREQUENCY: Annual (February)

ADDRESS: Toronto Auto Dealers Association
85 Renfrew Drive
Markham, Ontario L3R 0N9

CONTACT: Tom Tonks, General Manager

PHONE: (905) 940-2800 **FAX:** (905) 940-2804

PRODUCTS: New cars, concept vehicles, motorsport, classic, light trucks, leisure products, aftermarket products.

WEB SITE: www.autoshow.ca

E-MAIL: cias@autoshow.ca

TRADE SHOWS

NAME: Pacific International Auto & Light Truck Show

FREQUENCY: Annual (April)

ADDRESS: B.C. Automobile Dealer's Association
70 – 10551 Shellbridge Way
Richmond, British Columbia V6X 2W9

CONTACT: Paul Cramp, Show Manager

PHONE: (604) 214-9964 **FAX:** (604) 214-9965

PRODUCTS: New model vehicles, international manufacturers, aftermarket products & services.

WEB SITE: http://www.carclickbc.com/autoshow/

E-MAIL: autoshow@bcada.org

NAME: Canadian International Automotive Show

FREQUENCY: Biennial

ADDRESS: Automotive Industries Assoc. of Canada
1272 Wellington Street
Ottawa, Ontario K1Y 3A7

PHONE: (613) 728-5821 **FAX:** (613) 728-6021

PRODUCTS: Automotive aftermarket parts, tools & accessories.

WEB SITE: www.aiacanada.com

E-MAIL: aia@aiacanada.com

TRADE SHOWS

NAME: Montreal International Auto Show

FREQUENCY: Annual

ADDRESS: Montreal International Auto Show
2235 rue du Guenette
St. Laurent, PQ H4R 2E9

CONTACT: Diane Belair, Executive Director

PHONE: (514) 331-6571 **FAX:** (514) 331-2045

PRODUCTS: All new cars & trucks available in Canada, accessories & services.

WEB SITE: http://www.ccam.qc.ca

E-MAIL: info@ccam.qc.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Canadian Automobile Dealers Association (CADA)

ADDRESS: 85 Renfrew Drive
Markham, Ontario L3R 0N9

PHONE: (905) 940-4959
Or 1-800-463-5289
FAX: (905) 940-6870

WEB SITE: http://strategis.ic.gc.ca/SSG/am00790e.html

NAME: Saskatchewan Automobile Dealers Association (SADA)

ADDRESS: 3303 Hillsdale Street, Suite 330
Regina, Saskatchewan S4S 6W9

PHONE: (306) 721-2208
FAX: (306) 721-2200

NAME: Canadian Association of Japanese Auto Dealers (CAJAD)

ADDRESS: 1 Eva Road, Suite 101
Toronto, Ontario M9C 4Z5

PHONE: (416) 620-9717
Or 1-800-263-4340
FAX: (416) 620-0392

WEB SITE: www.cajad.com

E-MAIL: cajad@cajad.com

Source: Directory of Associations in Canada, 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Automotive Marketer (Annual Buyers Guide)

FREQUENCY: Annual [July]

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B-2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

NAME: Jobber News

FREQUENCY: Quarterly

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
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PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

NAME: Carguide Magazine

FREQUENCY: Bimonthly

ADDRESS:
Formula Publications
447 Speers Road, Suite 4
Oakville, Ontario L6K 3S7

PHONE: (905) 842-6591 **FAX:** (905) 842-6843

WEB SITE: www.carguide.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6342 Tire, Battery, Parts and Accessories Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range								
Low Value ($ 000)	30	30	436	30	305	436	850	
High Value ($ 000)	5000	436	5000	305	436	850	5000	

SELECTED EXPENSE ITEMS	(percent of gross operating revenue)							
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	68.5(A)	70.1	68.2	71.1	69.7	67.9	68.3	97.9
Purchases and material	79.6(A)	75.3	80.3	85.9	70.7	70.3	81.3	97.9
Closing inventory	23.6(B)	9.7	26.0	18.7	5.7	25.7	26.1	68.8
	12.5(B)	4.5	13.9	3.8	4.8	23.3	11.1	58.3
Wages, salaries, and benefits	16.0(A)	10.7	16.9	12.1	10.1	14.3	17.6	89.6
Direct	0.5(C)	0.0	0.6	0.0	0.0	0.0	0.8	8.3
Indirect	15.4(A)	10.7	16.3	12.1	10.1	14.3	16.9	89.6
Occupancy expenses	3.4(A)	5.9	3.0	9.7	4.2	3.3	2.9	100.0
Depreciation	1.3(A)	2.2	1.1	3.5	1.7	1.4	1.0	95.8
Repairs and maintenance	0.3(B)	0.7	0.2	1.5	0.3	0.4	0.1	85.4
Fuel and oil	0.2(C)	0.1	0.2	0.2	0.0	0.2	0.2	12.5
Utilities	1.2(A)	1.6	1.1	2.5	1.5	1.2	1.1	75.0
Rent	0.5(B)	1.2	0.4	2.0	0.8	0.1	0.5	52.1
Financial expenses	1.3(A)	2.6	1.1	4.6	1.7	1.4	1.0	100.0
Interest and bank charges	0.8(A)	1.5	0.7	2.7	1.0	0.9	0.6	95.8
Professional fees	0.5(B)	1.1	0.4	1.9	0.7	0.5	0.4	95.8
General expenses	2.5(A)	3.2	2.3	2.8	3.4	3.5	2.0	100.0
Advertising	0.9(A)	1.3	0.8	1.9	1.1	0.9	0.8	93.8
Delivery expenses	1.3(B)	1.6	1.2	0.0	2.3	2.2	0.6	39.6
Insurance	0.3(B)	0.3	0.3	0.9	0.1	0.4	0.3	66.7
Other expenses	4.2(A)	5.5	4.0	8.8	4.0	4.5	3.8	100.0
Total expenses	95.8(A)	98.1	95.4	100.2	93.2	94.9	95.6	100.0
Net profit/loss	4.2(B)	1.9	4.6	-9.2	6.8	5.1	4.4	100.0

Average number of paid employees	6.2	1.2	11.1	0.8	1.6	4.2	17.9	

FINANCIAL RATIOS								
Interest coverage ratio (times)	6.2	2.3	7.8	-2.4	8.1	6.6	8.4	
Gross margin (percent)	15.5	19.1	14.9	10.8	20.1	17.8	14.0	

PROFITABLE vs NON-PROFITABLE BUSINESSES	(thousands of dollars)							
1997								
Profitable								
Percent of businesses	84							
Gross operating revenue	927.6(B)	260.3	1414.1	98.1	341.9	634.2	2179.8	
Total expenses	879.2(B)	237.7	1346.8	87.3	313.3	597.0	2083.1	
Net profit	48.4(B)	22.6	67.2	10.7	28.5	37.3	96.7	
Non-Profitable								
Gross operating revenue	262.3(B)	-	-	-	-	-	-	
Total expenses	301.4(B)	-	-	-	-	-	-	
Net loss	-39.1(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	56							
Gross operating revenue	447.6(A)	142.5	545.6	-	-	291.6	790.9	
Total expenses	425.5(A)	129.7	520.5	-	-	276.4	756.2	
Net profit	22.1(A)	12.7	25.1	-	-	15.2	34.7	
Non-Profitable								
Gross operating revenue	240.6(A)	197.9	442.3	-	-	-		
Total expenses	246.6(A)	202.0	457.1	-	-	-		
Net loss	-6.0(B)	-4.2	-14.9	-	-	-		

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STATISTICS CANADA
1997 SMALL BUSINESS PROFILES : Saskatchewan
SIC : [illegible] - Motor Vehicles, Wholesale

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	29							
Revenue Range								
Low Value ($ 000)	30	30	265	30	87	265	1900	
High Value ($ 000)	5000	[illegible]5	5000	87	265	1900	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	79.5(A)	60.8	81.0	24.5	72.7	74.3	82.5	100.0
Purchases and material	81.3(A)	71.9	82.0	15.7	90.3	80.8	82.3	100.0
Closing inventory	14.8(B)	15.7	14.8	6.6	18.7	12.3	15.3	73.9
	13.1(A)	4.6	13.7	15.5	1.0	5.9	15.5	60.9
Wages, salaries and benefits	8.1(A)	14.8	7.6	46.4	4.5	8.5	7.4	73.9
Direct	0.4(B)	0.0	0.5	0.0	0.0	2.7	0.0	4.3
Indirect	7.7(A)	14.8	7.1	46.4	4.5	5.8	7.4	73.9
Occupancy expenses	3.0(B)	13.1	2.2	31.1	7.3	3.8	1.8	87.0
Depreciation	1.1(A)	6.0	0.7	19.0	1.7	1.2	0.7	78.3
Repairs and maintenance	0.4(B)	1.0	0.4	2.7	0.5	0.6	0.3	78.3
Fuel and oil	0.0(B)	0.1	0.0	0.5	0.0	0.0	0.0	13.0
Utilities	0.9(B)	3.5	0.7	8.5	1.9	1.0	0.6	69.6
Rent	0.5(B)	2.5	0.3	0.4	3.2	1.0	0.2	60.9
Financial expenses	0.8(B)	2.0	0.7	5.1	1.0	1.5	0.5	87.0
Interest and bank charges	0.4(B)	0.3	0.4	0.6	0.2	0.9	0.1	87.0
Professional fees	0.3(B)	1.7	0.2	4.5	0.8	0.6	0.2	78.3
General expenses	1.5(A)	3.5	1.4	6.2	2.6	1.5	1.3	91.3
Advertising	0.5(B)	1.5	0.4	0.1	2.0	0.7	0.4	87.0
Delivery expenses	0.6(B)	1.3	0.5	4.3	0.4	0.5	0.5	39.1
Insurance	0.4(B)	0.6	0.4	1.9	0.2	0.3	0.4	60.9
Other expenses	2.8(B)	8.0	3.4	17.1	[illegible]	4.8	3.1	100.0
Total expenses	96.7(A)	102.2	96.3	130.4	93.0	94.5	96.7	100.0
Net profit/loss	3.3(B)	-2.2	3.7	-30.4	7.0	5.5	3.3	100.0
Average number of paid employees	3.1	0.8	5.4	1.3	0.4	2.2	8.6	
FINANCIAL RATIOS								
Interest coverage ratio (times)	8.9	-6.2	9.7	-51.9	31.9	6.8	11.7	
Gross margin (percent)	12.3	24.4	11.4	29.1	22.9	17.2	10.1	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	62							
Gross operating revenue	1481.3(B)	248.8	2129.3	-	-	691.5	3266.5	
Total expenses	1410.4(B)	223.2	2034.5	-	-	630.6	3145.0	
Net profit	70.9(B)	25.6	94.7	-	-	60.9	121.5	
Non-Profitable								
Gross operating revenue	322.0(A)	78.5	1071.1	-	-	-	-	
Total expenses	347.2(A)	103.6	1096.9	-	-	-	-	
Net loss	-25.2(A)	-25.1	-25.8	-	-	-	-	
1995								
Profitable								
Percent of businesses	63							
Gross operating revenue	524.4(B)	164.1	877.9	-	-	520.3	1358.8	
Total expenses	490.2(B)	142.5	831.5	-	-	490.0	1290.8	
Net profit	34.2(B)	21.7	46.4	-	-	30.4	68.0	
Non-Profitable								
Gross operating revenue	426.2(A)	73.4	790.5	-	-	-	-	
Total expenses	436.5(A)	84.5	800.0	-	-	-	-	
Net loss	-10.3(B)	-11.1	-9.5	-	-	-	-	

STATISTICS CANADA
1995 SMALL BUSINESS PROFILES - Saskatchewan
SIC 5511 - Automobiles, Wholesale

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	25	25	179	25	-	179	-	
High Value ($ 000)	5000	179	5000	-	179	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	87.0(A)	58.6	89.6	-	-	-	-	88.9
Purchases and material	90.4(A)	57.4	93.4	-	-	-	-	88.9
Closing inventory	14.6(A)	5.5	15.4	-	-	-	-	55.6
	11.2(A)	6.7	11.6	-	-	-	-	55.6
Wages, salaries, and benefits	1.7(A)	0.1	1.8	-	-	-	-	44.4
Direct	0.0(A)	0.0	0.0	-	-	-	-	22.2
Indirect	1.7(A)	0.1	1.8	-	-	-	-	22.2
Occupancy expenses	4.4(A)	11.0	3.8	-	-	-	-	88.9
Depreciation	0.3(A)	0.3	0.3	-	-	-	-	55.6
Repairs and maintenance	2.0(A)	0.4	2.1	-	-	-	-	66.7
Fuel and oil	0.5(A)	0.0	0.5	-	-	-	-	22.2
Utilities	0.7(A)	3.3	0.4	-	-	-	-	77.8
Rent	1.0(A)	7.0	0.5	-	-	-	-	55.6
Financial expenses	0.6(B)	2.4	0.4	-	-	-	-	100.0
Interest and bank charges	0.3(C)	1.9	0.2	-	-	-	-	66.7
Professional fees	0.3(A)	0.5	0.3	-	-	-	-	100.0
General expenses	0.9(A)	4.8	0.5	-	-	-	-	100.0
Advertising	0.6(A)	1.0	0.5	-	-	-	-	100.0
Delivery expenses	0.2(A)	2.6	0.0	-	-	-	-	33.3
Insurance	0.1(B)	1.2	0.0	-	-	-	-	44.4
Other expenses	5.1(A)	12.3	4.4	-	-	-	-	100.0
Total expenses	99.7(A)	89.2	100.7	-	-	-	-	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	0.2	0.0	0.4	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	11.3	41.3	8.6	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1995								
Profitable								
Percent of businesses	37							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	389.3(A)	-	-	-	-	-	-	
Total expenses	401.9(A)	-	-	-	-	-	-	
Net loss	-12.6(B)	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6311 - Automobile Dealers

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	60							
Revenue Range								
Low Value ($ 000)	30	30	1244	30	237	1244	1881	
High Value ($ 000)	5000	1244	5000	237	1244	1881	5000	

SELECTED EXPENSE ITEMS	(percent of gross operating revenue)							
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	85.8(A)	73.4	87.9	56.8	77.1	91.5	86.1	96.4
Purchases and material	88 9(A)	75 1	91 1	56 5	79 2	89 6	91 9	98 2
Closing inventory	17 9(A)	15 0	18 3	1 4	18 1	6 9	23 9	66 1
	14 8(A)	13 4	15 1	1 6	16 0	8 8	18 1	53 6
Wages, salaries, and benefits	5.5(A)	8.9	4.9	6.8	9.4	4.4	5.2	69.6
Direct	0 1(B)	0 3	0 1	0 0	0 3	0 0	0 2	12 5
Indirect	5 3(A)	8 7	4 8	6 8	9 1	4 4	5 0	69 6
Occupancy expenses	3.1(B)	3.4	3.0	6.1	2.8	0.7	4.2	94.6
Depreciation	2 2(C)	0 7	2 4	0 8	0 7	0 1	3 5	73 2
Repairs and maintenance	0 2(B)	0 8	0 1	0 5	0 8	0 1	0 2	67 9
Fuel and oil	0 1(C)	0 4	0 0	2 0	0 0	0 0	0 0	16 1
Utilities	0 5(A)	- 0 9	0 4	0 8	0 9	0 5	0 3	82 1
Rent	0 2(B)	0 7	0 1	2 0	0 3	0 1	0 2	53 6
Financial expenses	0.8(A)	0.8	0.8	1.8	0.6	0.7	0.9	94.6
Interest and bank charges	0 7(A)	0 5	0 7	1 2	0 4	0 5	0 8	91 1
Professional fees	0 2(A)	0 2	0 2	0 7	0 2	0 2	0 1	85 7
General expenses	1.5(A)	2.9	1.2	1.8	3.2	1.0	1.3	98.2
Advertising	1 0(B)	2 4	0 8	1 0	2 7	0 7	0 8	94 6
Delivery expenses	0 2(A)	0 0	0 2	0 0	0 0	0 1	0 2	37 5
Insurance	0 3(A)	0 5	0 3	0 8	0 4	0 2	0 3	69 6
Other expenses	2.0(A)	3.2	1.8	5.8	2.7	1.4	1.9	100.0
Total expenses	98.6(A)	92.7	99.6	79.1	95.7	99.7	99.6	100.0
Net profit/loss	1.4(C)	7.3	0.4	20.9	4.3	0.3	0.4	100.0

Average number of paid employees	2 6	1 2	3 9	0 3	2 1	2 3	5 6

FINANCIAL RATIOS

Interest coverage ratio (times)	3 1	14 5	1 6	18 8	11 8	1 7	1 5
Gross margin (percent)	8 7	17 6	7 2	36 5	13 5	4 1	8 7

PROFITABLE vs NON-PROFITABLE BUSINESSES	(thousands of dollars)						
1997							
Profitable							
Percent of businesses	79						
Gross operating revenue	1110.8(A)	415.3	2051.7	145.3	664.4	1647.7	2891.1
Total expenses	1075.2(A)	383.1	2011.7	111.1	634.0	1431.3	2818.2
Net profit	35.6(B)	32.2	40.0	34.2	30.4	16.4	72.9
Non-Profitable							
Gross operating revenue	2406.4(B)	172.3	3004.5	-	-	-	-
Total expenses	2451.5(B)	180.4	3059.5	-	-	-	-
Net loss	-45.0(B)	-8.1	-54.9	-	-	-	-
1995							
Profitable							
Percent of businesses	78						
Gross operating revenue	273.9(B)	74.4	469.1	41.2	93.6	117.2	822.9
Total expenses	258.6(B)	64.5	448.5	33.6	82.4	107.5	791.3
Net profit	15.3(A)	9.8	20.6	7.5	11.2	9.7	31.6
Non-Profitable							
Gross operating revenue	289.6(C)	49.1	549.7	-	-	158.3	933.3
Total expenses	307.2(C)	62.8	571.5	-	-	166.8	968.3
Net loss	-17.6(B)	-13.7	-21.9	-	-	-8.5	-34.9

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STATISTICS CANADA
1997 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC 86311 - Automobile (New) Dealers

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	2232	30	237	2232	4514	
High Value ($ 000)	5000	2232	5000	237	2232	4514	5000	

SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	84.4(A)	78.6	85.6	27.8	86.1	87.1	84.7	90.0
Purchases and material	90.0(A)	77.7	92.6	27.5	85.1	88.0	95.2	95.0
Closing inventory	24.9(A)	15.6	26.8	2.1	17.6	23.0	29.0	80.0
	19.3(A)	16.5	19.9	2.4	18.6	22.1	18.6	75.0
Wages, salaries, and benefits	5.0(A)	6.7	4.7	14.6	5.5	5.9	4.0	80.0
Direct	0.2(B)	0.0	0.2	0.0	0.0	0.3	0.2	15.0
Indirect	4.8(A)	6.7	4.4	14.6	5.5	5.6	3.8	80.0
Occupancy expenses	4.8(C)	1.7	5.4	7.3	0.9	0.8	8.0	95.0
Depreciation	4.0(C)	0.3	4.8	1.0	0.2	0.1	7.4	80.0
Repairs and maintenance	0.2(B)	0.3	0.2	1.0	0.1	0.1	0.2	80.0
Fuel and oil	-(F)	-	-	-	-	-	-	5.0
Utilities	0.3(B)	0.4	0.3	0.3	0.4	0.3	0.2	85.0
Rent	0.2(B)	0.2	0.2	0.8	0.1	0.2	0.2	60.0
Financial expenses	0.9(A)	1.0	0.9	1.9	0.9	0.8	0.9	95.0
Interest and bank charges	0.8(A)	0.9	0.8	1.7	0.8	0.7	0.8	85.0
Professional fees	0.1(A)	0.1	0.1	0.2	0.1	0.1	0.2	85.0
General expenses	1.2(B)	1.0	1.3	2.0	0.8	0.9	1.5	100.0
Advertising	0.7(B)	0.5	0.7	0.7	0.4	0.4	0.9	90.0
Delivery expenses	0.2(A)	0.2	0.2	0.0	0.2	0.3	0.2	50.0
Insurance	0.3(B)	0.4	0.3	1.3	0.2	0.2	0.4	80.0
Other expenses	2.0(A)	2.4	1.9	7.8	1.6	2.1	1.7	100.0
Total expenses	98.3(A)	91.4	99.7	61.6	95.8	97.6	100.9	100.0
Net profit/loss	1.7(C)	8.6	0.3	38.4	4.2	2.4	-0.9	100.0

Average number of paid employees	3.9	1.8	6.0	1.0	2.6	5.5	6.4	

FINANCIAL RATIOS								
Interest coverage ratio (times)	3.2	10.8	1.4	23.3	6.6	4.3	-0.2	
Gross margin (percent)	10.6	14.7	9.7	57.5	8.4	7.0	11.3	

PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)			
1997							
Profitable							
Percent of businesses	76						
Gross operating revenue	1711.9(B)	838.2	3069.7	213.1	1448.1	-	-
Total expenses	1637.8(B)	764.4	2995.1	127.9	1385.5	-	-
Net profit	74.1(A)	73.8	74.6	85.2	62.6	-	-
Non-Profitable							
Gross operating revenue	4038.2(A)	-	-	-	-	-	-
Total expenses	4107.2(A)	-	-	-	-	-	-
Net loss	-69.0(B)	-	-	-	-	-	-
1995							
Profitable							
Percent of businesses	92						
Gross operating revenue	248.3(B)	-	-	-	-	-	-
Total expenses	237.9(B)	-	-	-	-	-	-
Net profit	10.4(A)	-	-	-	-	-	-
Non-Profitable							
Gross operating revenue	-0	-	-	-	-	-	-
Total expenses	-0	-	-	-	-	-	-
Net loss	-0	-	-	-	-	-	-

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6312 - Automotive (Used) Dealers

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range								
Low Value ($ 000)	30	30	916	30	260	916	1605	
High Value ($ 000)	5000	916	5000	260	916	1485	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	87.3(A)	78.8	89.3	81.4	78.3	89.1	89.4	100.0
Purchases and material	87.7(A)	80.5	89.4	81.2	80.4	89.2	89.5	100.0
Closing inventory	10.6(A)	15.2	9.5	0.8	17.8	9.5	9.6	58.3
	10.2(A)	13.4	9.5	1.0	15.7	9.4	9.5	41.7
Wages, salaries, and benefits	6.0(A)	7.5	5.6	0.0	8.8	4.9	6.1	63.9
Direct	0.1(C)	0.4	0.0	0.0	0.5	0.0	0.0	11.1
Indirect	5.9(A)	7.1	5.6	0.0	8.3	4.9	6.1	63.9
Occupancy expenses	1.4(A)	3.4	0.9	5.5	3.0	0.9	0.9	94.4
Depreciation	0.2(B)	0.6	0.2	0.6	0.6	0.2	0.2	69.4
Repairs and maintenance	0.3(B)	1.0	0.1	0.4	1.1	0.0	0.1	61.1
Fuel and oil	0.0(B)	0.1	0.0	0.3	0.0	0.0	0.0	22.2
Utilities	0.6(A)	0.9	0.6	1.2	0.8	0.6	0.5	80.6
Rent	0.2(B)	0.8	0.1	3.0	0.4	0.1	0.1	50.0
Financial expenses	0.7(A)	0.7	0.7	1.7	0.5	0.5	0.9	94.4
Interest and bank charges	0.5(B)	0.4	0.5	0.7	0.4	0.3	0.7	94.4
Professional fees	0.2(A)	0.3	0.2	1.0	0.2	0.2	0.1	86.1
General expenses	1.7(B)	2.8	1.4	1.6	3.0	1.2	1.6	97.2
Advertising	1.3(B)	2.4	1.1	1.2	2.6	0.9	1.2	97.2
Delivery expenses	0.1(B)	0.0	0.1	0.0	0.1	0.0	0.2	30.6
Insurance	0.3(A)	0.4	0.2	0.3	0.4	0.3	0.2	63.9
Other expenses	2.0(A)	2.7	1.8	4.2	2.4	1.8	1.8	100.0
Total expenses	99.0(A)	95.8	99.7	94.3	96.1	98.5	100.6	100.0
Net profit/loss	1.0(C)	4.2	0.3	5.7	3.9	1.5	-0.6	100.0
Average number of paid employees	2.0	1.0	3.0	0.0	1.9	2.2	3.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.0	11.3	1.5	9.4	11.9	6.5	0.2	
Gross margin (percent)	6.8	13.7	5.1	18.6	12.9	6.0	4.5	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	81							
Gross operating revenue	862.9(A)	399.7	1455.2	114.2	656.6	1308.6	1802.1	
Total expenses	843.3(A)	381.2	1434.1	106.1	628.8	1288.9	1777.4	
Net profit	19.7(A)	18.5	21.1	8.1	27.9	19.6	24.7	
Non-Profitable								
Gross operating revenue	1475.6(B)	-	-	-	-	-	-	
Total expenses	1507.0(B)	-	-	-	-	-	-	
Net loss	-31.4(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	70							
Gross operating revenue	293.8(B)	58.4	521.8	32.3	86.5	155.4	767.3	
Total expenses	274.7(B)	48.6	493.7	23.8	75.4	117.6	713.1	
Net profit	19.1(A)	9.8	28.1	8.5	11.1	17.8	34.2	
Non-Profitable								
Gross operating revenue	154.0(B)	50.9	264.9	34.3	64.9	-	-	
Total expenses	165.3(B)	55.3	283.6	37.2	70.7	-	-	
Net loss	-11.3(B)	-4.5	-18.7	-2.9	-5.8	-	-	

AUTOMOBILE PARTS & ACCESSORIES

PRODUCT SOURCES

NAME: Den-Paul Distributors Ltd.

ADDRESS: 1441 St. John Street
Regina, Saskatchewan S4R 1S5

PHONE: (306) 569-9133 **FAX:** (306) 569-1006

PRODUCTS: Total automobile parts and accessories

NAME: Parts-Mart

ADDRESS: 260 Winnipeg St N
Regina, Saskatchewan S4R 8K1

PHONE: (306) 545-9665 **FAX:** (306) 545-6141

PRODUCTS: Parts for all domestic & import cars, trucks and agricultural implements

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NAME: Acklands-Grainger Incorporated

ADDRESS: 680 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 721-3200 **FAX:** (306) 721-3414

PRODUCTS: Automotive parts & accessories

WEB SITE: www.acklandsgrainger.com

E-MAIL: fleecer@agi.ca

NAME: Adam's AAA (Used Auto Parts Dealer)

ADDRESS: 2917A Miners Avenue
Saskatoon, Saskatchewan S7K 4Z6

PHONE: (306) 934-5838 **FAX:** (306) 668-6605

PRODUCTS: Automotive Accessories

PRODUCT SOURCES

NAME: Plainsmen Automotive Ltd.

ADDRESS: 1437 South Railway
Regina, Saskatchewan S4P 0A4

PHONE: (306) 569-2554

PRODUCTS: Parts and supplies for foreign and domestic autos

NAME: UAP/NAPA

ADDRESS: 810 McDonald Street
Regina, Saskatchewan S4N 2X6

PHONE: (306) 525-3793

PRODUCTS: Auto parts & accessories, industrial farm & truck parts, body shop parts, shop equipment, hoists & lifting equipment, air tools and compressors.

NAME: SGI Salvage

ADDRESS: 500 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 775-6025 **FAX:** (306) 721-2642
Or 1-800-667-3664

PRODUCTS: Parts for most cars and light trucks at discount prices.

WEB SITE: http://www.sgi.sk.ca/sgi_internet/sgi_pub/about_sgi/locations/locations_salvage.htm

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FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS:
115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS:
Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Fixtures, equipment & planning

NAME: Johnston GN Equipment Warehouse Limited

ADRESS:
707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layout design, installation, shelving, racking, etc.

NAME: Western Retail Interiors Limited

ADDRESS:
208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Fairwell Commercial Interiors Limited

ADDRESS:
812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Fixtures, flatwall, grid, store design, layout & construction.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Blazer Store Fixtures Incorporated

ADDRESS: 843 - 60th Street East
Saskatoon, Saskatchewan S7K 5Z7

PHONE: (306) 244-1212 **FAX:** (306) 244-4412

PRODUCTS: New & used shelving, accessories, slatwalls, counters, etc.

WEB SITE: http://www.mallnetglobal.com/blazer/welcome.html

E-MAIL: blazerstorefixtures@sk.sympatico.ca

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Store fixtures, layout, design, shelving, & equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Canadian International Auto Show

FREQUENCY: Annual

ADDRESS: 85 Renfrew Drive
Markham, Ontario L3R 0N9

CONTACT: Tom Tonks, General Manager

PHONE: (905) 940-2800 **FAX:** (905) 940-2804

PRODUCTS: Automotive parts, equipment & accessories.

WEB SITE: http://www.autoshow.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Automotive Repair and Service Council

ADDRESS: 9120 Leslie St, Suite 6
Richmond Hill, Ontario L4B 3J9

CONTACT: Daniel Bell, President

PHONE: (905) 709-1010 **FAX:** (905) 709-1013

WEB SITE: http://www.cars-council.ca/

E-MAIL: askus@cars-council.ca

NAME: Facility Association

ADDRESS: 20 Richmond Street East, Suite 200
Toronto, Ontario M5C 2R9

CONTACT: Stanley I. Griffin, President & CEO

PHONE: (416) 863-1750 **FAX:** (416) 868-0894

WEB SITE: www.facilityassociation.com

E-MAIL: mail@facilityassociation.com

NAME: Automotive Parts Manufacturer's Association

ADDRESS: 195 The West Mall, Suite 516
Toronto, Ontario M9C 5K1

CONTACT: Gerald Fudchen

PHONE: (416) 620-4220 **FAX:** (416) 620-9730

WEB SITE: www.apma.com

E-MAIL: info@apma.com

Source: Directory of Associations in Canada, 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Aftermarket Canada

FREQUENCY: Monthly

PUBLISHER: Shirley Brown

ADDRESS: 217 – 168 Queen St South
Mississauga, Ontario L5M 1K8

PHONE: (905) 819-6874 **FAX:** (905) 819-6877

E-MAIL: sbrown@onlink.ca

NAME: Jobber News

FREQUENCY: Quarterly

ADDRESS: Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

NAME: Service Station & Garage Management

FREQUENCY: Monthly

ADDRESS: Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

TRADE JOURNALS

NAME: Automotive Parts &Technology

FREQUENCY: Six issues per year

ADDRESS:
Cardiff Communications Ltd
130 Belfield Road
Etobicoke, Ontario M9W 1G1

PHONE: (416) 614-0955 **FAX:** (416) 614-2781

E-MAIL: apt@onramp.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: New Motor Vehicle Sales
FREQUENCY: Monthly
MEDIUM: Internet
AUTHOR: Statistics Canada 63-007
ISSN: 1209-1146 (International Standard Serial Number)
USE: Presents sales data (in dollars and units) of new vehicles by type, origin of manufacture and province of retail sale.
WEB SITE: www.statcan.ca

NAME: Retail Trade
FREQUENCY: Monthly
MEDIUM: Internet
AUTHOR: Statistics Canada 63-005
ISSN: 1488-0008 (International Standard Serial Number)
USE: Retail sales by kind of business, by province, for chain & independent stores.
WEB SITE: www.statcan.ca

NAME: Aftermarket "Watch" Annual Review
FREQUENCY: Annual
AUTHOR: Automotive Industries Association of Canada
ADDRESS: 1272 Wellington Street
Ottawa, Ontario K1Y 3A7
USE: Provides comprehensive automotive statistics, vehicle data and product figures, economic & business conditions and consumer demand.

NAME: Retail Chain & Department Stores
FREQUENCY: Annual
MEDIUM: Internet
AUTHOR: Statistics Canada 63-210
ISSN: 1488-0903 (International Standard Serial Number)
USE: Retail sales by chain & department store, by line of business, by province and selected municipality; operating ratios and sales per square foot.
WEB SITE: www.statcan.ca

OTHER MARKET DATA SOURCES

NAME: Directory of Canadian Auto Parts Manufactures and Rebuilders

AUTHOR: Industry & Science Canada (Federal Government)

NAME: The Automotive Aftermarket Parts/Accessories

AUTHOR: Pamela Miller

SOURCE: See the Strategis web site at: http://www.strategis.ic.gc.ca

NAME: Facts & Figures of the Automotive Industry in Canada

AUTHOR: Canadian Vehicle Manufacturers' Association

ADDRESS: 170 Attwell Drive, Suite 400
Toronto, Ontario M9W 5Z5

PHONE: (416) 364-9333 **FAX:** (416) 367-3221

WEB SITE: www.cvma.ca

E-MAIL: info@cvma.ca

NAME: JAMA Canada Auto Quarterly

AUTHOR: Japan Automobiles Association of Canada

ADDRESS: 151 Bloor Street West, Suite 460
Toronto, Ontario M5S 1S4

PHONE: (416) 968-0150 **FAX:** (416) 968-7095

USE: Vehicle statistics of Japanese automakers in Canada

WEB SITE: www.jama.ca

E-MAIL: jama@jama.ca

NAME: Automotive Industries

ADDRESS: 3200 Rice Mine Road
Tuscaloosa, AL 35406

WEB SITE: www.ai-online.com

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC [illegible] - Tire, Battery, Parts and Accessories Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range								
Low Value ($ 000)	30	30	436	30	305	436	850	
High Value ($ 000)	5000	436	5000	305	436	850	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	68.5(A)	70.1	68.2	71.1	69.7	67.9	68.3	97.9
Purchases and material	79.6(A)	75.3	80.3	85.9	70.7	70.3	83.3	97.9
Closing inventory	23.6(B)	9.7	26.0	18.7	5.7	25.7	26.1	68.8
	12.5(B)	4.5	13.9	3.8	4.8	23.3	11.1	58.3
Wages, salaries, and benefits	16.0(A)	10.7	16.9	12.1	10.1	14.3	17.6	89.6
Direct	0.5(C)	0.0	0.6	0.0	0.0	0.0	0.8	8.3
Indirect	15.4(A)	10.7	16.3	12.1	10.1	14.3	16.9	89.6
Occupancy expenses	3.4(A)	5.9	3.0	9.7	4.2	3.3	2.9	100.0
Depreciation	1.3(A)	2.2	1.1	3.5	1.7	1.4	1.0	95.8
Repairs and maintenance	0.3(B)	0.7	0.2	1.5	0.3	0.4	0.1	85.4
Fuel and oil	0.2(C)	0.1	0.2	0.2	0.0	0.2	0.2	12.5
Utilities	1.2(A)	1.6	1.1	2.5	1.3	1.2	1.1	75.0
Rent	0.5(B)	1.2	0.4	2.0	0.8	0.1	0.5	52.1
Financial expenses	1.3(A)	2.6	1.1	4.6	1.7	1.4	1.0	100.0
Interest and bank charges	0.8(A)	1.5	0.7	2.7	1.0	0.9	0.6	95.8
Professional fees	0.5(B)	1.1	0.4	1.9	0.7	0.5	0.4	95.8
General expenses	2.5(A)	3.2	2.3	2.8	3.4	3.5	2.0	100.0
Advertising	0.9(A)	1.3	0.8	1.9	1.1	0.9	0.8	93.8
Delivery expenses	1.3(B)	1.6	1.2	0.0	2.3	2.2	0.9	39.6
Insurance	0.3(B)	0.3	0.3	0.9	0.1	0.4	0.3	66.7
Other expenses	4.2(A)	5.5	4.0	8.8	4.0	4.5	3.8	100.0
Total expenses	95.8(A)	98.1	95.4	109.2	93.2	94.9	95.6	100.0
Net profit/loss	4.2(B)	1.9	4.6	-9.2	6.8	5.1	4.4	100.0
Average number of paid employees	6.2	1.2	11.1	0.8	1.6	4.2	17.9	
FINANCIAL RATIOS								
Interest coverage ratio (times)	6.2	2.3	7.8	-2.4	8.1	6.6	8.4	
Gross margin (percent)	15.5	19.1	14.9	16.8	20.1	17.8	14.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	84							
Gross operating revenue	927.6(B)	260.3	1414.1	98.1	341.9	634.2	2179.8	
Total expenses	879.2(B)	237.7	1346.8	87.3	313.3	597.0	2083.1	
Net profit	48.4(B)	22.6	67.2	10.7	28.5	37.3	96.7	
Non-Profitable								
Gross operating revenue	262.3(B)	-	-	-	-	-	-	
Total expenses	301.4(B)	-	-	-	-	-	-	
Net loss	-39.1(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	56							
Gross operating revenue	447.6(A)	142.5	545.6	-	-	291.6	790.9	
Total expenses	425.5(A)	129.7	520.5	-	-	276.4	756.2	
Net profit	22.1(A)	12.7	25.1	-	-	15.2	34.7	
Non-Profitable								
Gross operating revenue	240.6(A)	197.9	442.3	-	-	-	-	
Total expenses	246.6(A)	202.0	457.1	-	-	-	-	
Net loss	-6.0(B)	-4.2	-14.9	-	-	-	-	

PRODUCT SOURCES

NAME: Bake Mark Canada

ADDRESS: 3202 9th Street E.
Calgary, Alberta P2G 3C3

PHONE: (403) 243-5493
Or 1-800-661-1248
FAX: (403) 287-3762

PRODUCTS: Full line of ingredients & specialty items, new bakery equipment sales & service.

NAME: Ready Bake Foods Incorporated

ADDRESS: 1310 Ottawa Street
Regina, Saskatchewan S4R 1P4

PHONE: (306) 359-7400, 1-800-667-5989
Or (306) 934-3022 – Saskatoon
FAX: (306) 757-8012

PRODUCTS: In store bakeries & food services division

NAME: CSP Foods

ADDRESS: 75 - 33rd Street East
Saskatoon, Saskatchewan S7K 0R8

PHONE: (306) 934-3200
Or 1-800-667-2023
FAX: (306) 978-3470

PRODUCTS: Bakery supplies

NAME: Food Processors Directory

ADDRESS: Saskatchewan Food Processors Association
107 – 105 North Road
Saskatoon, Saskatchewan S7N 4L5

PHONE: (306) 683-2410
FAX: (306) 683-2420

INFORMATION: A comprehensive list of Saskatchewan food processors, manufactures and wholesalers of bakery ingredients, equipment and supplies.

WEB SITE: www.sfpa.sk.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Nicholson Equipment Limited

ADDRESS: 105-1079 Wellington Avenue
Winnipeg, Manitoba R3E 3E8

PHONE: (204) 775-1646

PRODUCTS: New and used bakery equipment and small wares

NAME: Hobart Food Equipment Group Canada

ADDRESS: 190 Railside Rd.
North York, Ontario M3A 1B1

PHONE: (416) 447-8112

PRODUCTS: Bakery equipment

WEB SITE: www.hobartcorp.com

NAME: Williams-Cassidy's Bakery Equipment

ADDRESS: 230 Princess Street
Winnipeg, Manitoba R3B 1L6

PHONE: (204) 943-7491

PRODUCTS: New and used bakery equipment

NAME: Bosch Kitchen Centre

ADDRESS: 05-510 Circle Drive East
Saskatoon, Saskatchewan S7K 7C7

PHONE: (306) 242-3744 **FAX:** (306) 242-4947

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Fixtures, equipment & planning

NAME: Johnston GN Equipment Warehouse Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layout design, installation, shelving, racking, etc.

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: www.westernretail.com

E-MAIL: kato@westernretail.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Contractor

NAME: Blazer Store Fixtures Inc.

ADDRESS: 843 - 60th Street East
Saskatoon, Saskatchewan S7K 5Z7

PHONE: (306) 244-1212 **FAX:** (306) 244-4412

PRODUCTS: New and used shelving, accessories, racks, hangers, counters, refrigeration equipment, coolers, etc.

WEB SITE: http://www.mallnetglobal.com/blazer/welcome.html

E-MAIL: blazerstorefixtures@sk.sympatico.ca

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, store fixtures & equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sypmatico.ca

TRADE SHOWS

NAME: The Baking Association of Canada

FREQUENCY: Annual - April (Trade)

ADDRESS: 7895 Tranmere Drive, Suite 202
Mississauga, Ontario L5S 1V9

CONTACT: Rosemary Dexter, Show Manager

PHONE: (905) 405-0288 **FAX:** (905) 405-0993

PRODUCTS: Supplies and service for bakery & pastry products.

WEB SITE: www.baking.ca

E-MAIL: info@baking.ca

NAME: The Canadian Food & Beverage Show

FREQUENCY: Annual - February (Trade)

ADDRESS: 316 Bloor Street West
Toronto, Ontario M5S 1W5

CONTACT: Pawla Lunney, Director of Expos.

PHONE: (416) 923-8416
or 1-800-387-5649 **FAX:** (416) 923-6164

PRODUCTS: Food & beverage products for the hospitality industry.

WEB SITE: www.fbshow.ca

E-MAIL: info@crfa.ca

NAME: Bakery Showcase

FREQUENCY: Biennial - October (Trade)

ADDRESS: Bakery Showcase at The Baking Assoc. of Canada
3895 Tranmere Drive, Suite 202
Mississauga, Ontario L5S 2V9

PHONE: (905) 405-0288 **FAX:** (905) 405-0993

PRODUCTS: Equipment, services and products for the baking industry.

TRADE SHOWS

NAME: The Gourmet Products Show

FREQUENCY: Annual -May (Trade)

ADDRESS: George Little Management, Incorporated
10 Bank St.
White Plains, NY 10606-1933

PHONE: (914) 421-3200 **FAX:** (914) 948-6180

PRODUCTS: Cookware, tabletop gadgets, kitchen textiles, cutlery, specialty appliances, garden & travel accessories, storage units, contemporary lifestyle furniture, specialty food & beverages.

WEB SITE: http://www.thegourmetshow.com/

NAME: Annual Technical Conference

FREQUENCY: Annual

ADDRESS: 1200 Central Avenue, Suite 360
Wilmett, Illions 60091

CONTACT: Thomas J. Kuk, American Society of Baking

PHONE: (847) 920-8885

WEB SITE: www.asbe.org

E-MAIL: tkuk@asbe.org

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Baking Association of Canada

ADDRESS:
7895 Tranmere Dr Suite # 202
Mississauga, Ontario L5S 1V9

PHONE: (905) 405-0288
Or 1-888-674-2253
FAX: (905) 405-0993

WEB SITE: http://www.baking.ca

E-MAIL: info@baking.ca

NAME: Saskatchewan Food Processors Association

ADDRESS:
107-105 North Road
Saskatoon, Saskatchewan S7N 4L5

PHONE: (306) 683-2410
FAX: (306) 683-2420

WEB SITE: www.sfpa.sk.ca

E-MAIL: boensch@sfpa.sk.ca

TRADE JOURNALS

NAME: (1) Bakers Journal
(2) Bakers Journal - Buyers Guide

FREQUENCY: (1) Ten issues per year
(2) Annual

ADDRESS: Annex Publishing & Printing Inc
222 Argyle Avenue
Delhi, Ontario N4B 2Y2

PHONE: (519) 582-2513 **FAX:** (519) 582-4040
Or 1-800-265-2827

PRODUCTS: includes calendar of events listing suppliers, all major trade shows and associations.

E-MAIL: bakersj@annexweb.com

NAME: Baking & Snack

FREQUENCY: Monthly (except January)

ADDRESS: Sosland Publishing Company
4800 Main Street, Suite 100
Kansas City, Missouri 64112-2513

PHONE: (816) 756-1000 **FAX:** (816) 756-0494

WEB SITE: www.sosland.com

E-MAIL: bakesnack@sosland.com

TRADE JOURNALS

NAME: Baking Buyer

FREQUENCY: Monthly

ADDRESS: Sosland Publishing Company
4800 Main Street, Suit 100
Kansas City, Missouri 64112-2513

PHONE: (816) 756-1000 **FAX:** (816) 756-0494

WEB SITE: www.sosland.com

E-MAIL: bakingbuyer@sosland.com

NAME: Food For Thought

ADDRESS: Saskatchewan Food Processors Association
107-105 North Road
Saskatoon, Saskatchewan S7N 4L5

PHONE: (306) 683-2410 **FAX:** (306) 683-2420

WEB SITE: http://www.sfpa.sk.ca

COMMENTS: Current information regarding industry trends and events, as well as keeping members up to date on upcoming conferences, workshops and SFPA projects

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

REGULATIONS

REFERENCE:	Bakeshop Standards Saskatchewan Department of Health, Community Services The Public Health Act - Section 73, Saskatchewan Regulation 231/79, 420/64, 186/69, 152/70

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC E1070 - Bakery Products Industries

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	30	30	-	30	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	63.4(B)	-	-	-	-	-	-	100.0
Purchases and material	64.9(B)	-	-	-	-	-	-	100.0
Closing inventory	1.6(C)	-	-	-	-	-	-	20.0
	0.0(A)	-	-	-	-	-	-	0.0
Wages, salaries, and benefits	19.5(C)	-	-	-	-	-	-	100.0
Direct	16.3(C)	-	-	-	-	-	-	20.0
Indirect	3.2(C)	-	-	-	-	-	-	100.0
Occupancy expenses	6.3(B)	-	-	-	-	-	-	100.0
Depreciation	2.8(B)	-	-	-	-	-	-	100.0
Repairs and maintenance	1.5(A)	-	-	-	-	-	-	100.0
Fuel and oil	0.0(A)	-	-	-	-	-	-	0.0
Utilities	1.5(C)	-	-	-	-	-	-	60.0
Rent	0.5(C)	-	-	-	-	-	-	60.0
Financial expenses	2.1(B)	-	-	-	-	-	-	100.0
Interest and bank charges	0.7(C)	-	-	-	-	-	-	80.0
Professional fees	1.3(B)	-	-	-	-	-	-	100.0
General expenses	2.7(C)	-	-	-	-	-	-	80.0
Advertising	0.5(C)	-	-	-	-	-	-	80.0
Delivery expenses	1.7(C)	-	-	-	-	-	-	60.0
Insurance	0.5(C)	-	-	-	-	-	-	60.0
Other expenses	1.4(B)	-	-	-	-	-	-	100.0
Total expenses	95.3(A)	-	-	-	-	-	-	100.0
Net profit/loss	4.7(B)	-	-	-	-	-	-	100.0
Average number of paid employees	4.0	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	7.6	-	-	-	-	-	-	
Gross margin (percent)	17.2	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	100							
Gross operating revenue	278.7(B)	-	-	-	-	-	-	
Total expenses	265.5(B)	-	-	-	-	-	-	
Net profit	13.2(C)	-	-	-	-	-	-	
Non-Profitable	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC E1072 - Bread and Other Bakery Products Industry

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	30	30	.	30	.	.	.	
High Value ($ 000)	5000	.	5000	.	.	.	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	63.4(B)	.	.	.	.	.	.	100.0
Purchases and material	64.9(B)	.	.	.	.	.	.	100.0
Closing inventory	1.6(C)	.	.	.	.	.	.	20.0
	0.0(A)	.	.	.	.	.	.	0.0
Wages, salaries, and benefits	19.5(C)	.	.	.	.	.	.	100.0
Direct	16.3(C)	.	.	.	.	.	.	20.0
Indirect	3.2(C)	.	.	.	.	.	.	100.0
Occupancy expenses	6.3(B)	.	.	.	.	.	.	100.0
Depreciation	2.8(B)	.	.	.	.	.	.	100.0
Repairs and maintenance	1.5(A)	.	.	.	.	.	.	100.0
Fuel and oil	0.0(A)	.	.	.	.	.	.	0.0
Utilities	1.5(C)	.	.	.	.	.	.	60.0
Rent	0.5(C)	.	.	.	.	.	.	60.0
Financial expenses	2.1(B)	.	.	.	.	.	.	100.0
Interest and bank charges	0.7(C)	.	.	.	.	.	.	80.0
Professional fees	1.3(B)	.	.	.	.	.	.	100.0
General expenses	2.7(C)	.	.	.	.	.	.	80.0
Advertising	0.5(C)	.	.	.	.	.	.	80.0
Delivery expenses	1.7(C)	.	.	.	.	.	.	60.0
Insurance	0.5(C)	.	.	.	.	.	.	60.0
Other expenses	1.4(B)	.	.	.	.	.	.	100.0
Total expenses	95.3(A)	.	.	.	.	.	.	100.0
Net profit/loss	4.7(B)	.	.	.	.	.	.	100.0
Average number of paid employees	4.0	.	.	.	.	.	.	
FINANCIAL RATIOS								
Interest coverage ratio (times)	7.6	.	.	.	.	.	.	
Gross margin (percent)	17.2	.	.	.	.	.	.	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	100							
Gross operating revenue	278.7(B)	.	.	.	.	.	.	
Total expenses	265.5(B)	.	.	.	.	.	.	
Net profit	13.2(C)	.	.	.	.	.	.	
Non-Profitable		.	.	.	.	.	.	
Gross operating revenue	-0	.	.	.	.	.	.	
Total expenses	-0	.	.	.	.	.	.	
Net loss	-0	.	.	.	.	.	.	
1995								
Profitable								
Percent of businesses	.							
Gross operating revenue	-0	.	.	.	.	.	.	
Total expenses	-0	.	.	.	.	.	.	
Net profit	-0	.	.	.	.	.	.	
Non-Profitable		.	.	.	.	.	.	
Gross operating revenue	-0	.	.	.	.	.	.	
Total expenses	-0	.	.	.	.	.	.	
Net loss	-0	.	.	.	.	.	.	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	149	30	-	149	217	
High Value ($ 000)	5000	149	5000	-	149	217	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	56.5(A)	46.0	58.8	-	-	46.8	61.6	100.0
Purchases and material	56.4(A)	45.7	58.8	-	-	45.0	62.0	100.0
Closing inventory	3.1(A)	2.0	3.4	-	-	1.0	4.0	52.4
	3.2(A)	2.3	3.4	-	-	2.7	3.6	61.9
Wages, salaries, and benefits	16.7(A)	14.7	17.2	-	-	19.4	16.7	85.7
Direct	2.2(C)	5.8	1.3	-	-	7.1	0.0	9.5
Indirect	14.5(A)	8.8	15.9	-	-	12.3	16.7	76.2
Occupancy expenses	11.7(A)	18.6	10.2	-	-	14.3	9.2	100.0
Depreciation	3.4(B)	5.1	3.0	-	-	7.7	1.9	85.7
Repairs and maintenance	1.9(A)	3.2	1.5	-	-	3.3	1.2	90.5
Fuel and oil	0.8(A)	0.2	0.9	-	-	0.0	1.1	9.5
Utilities	2.4(A)	4.0	2.1	-	-	2.4	2.0	66.7
Rent	3.3(B)	6.1	2.6	-	-	1.0	3.0	38.1
Financial expenses	2.4(B)	2.7	2.3	-	-	5.0	1.7	100.0
Interest and bank charges	1.8(B)	2.1	1.7	-	-	3.4	1.4	90.5
Professional fees	0.6(B)	0.6	0.6	-	-	1.6	0.3	90.5
General expenses	2.0(A)	3.4	1.7	-	-	0.9	1.9	90.5
Advertising	1.4(A)	1.7	1.3	-	-	0.5	1.5	85.7
Delivery expenses	-(F)	-	-	-	-	-	-	28.6
Insurance	0.4(A)	0.8	0.3	-	-	0.3	0.3	66.7
Other expenses	5.4(A)	5.2	5.4	-	-	6.2	5.3	95.2
Total expenses	94.7(A)	90.5	95.6	-	-	92.6	96.3	100.0
Net profit/loss	5.3(A)	9.5	4.4	-	-	7.4	3.7	100.0
Average number of paid employees	3.1	1.0	5.1	-	-	2.4	7.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.0	5.5	3.5	-	-	3.2	3.7	
Gross margin (percent)	26.8	39.3	24.0	-	-	33.8	21.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	86							
Gross operating revenue	300.5(B)	99.2	491.0	-	-	177.1	734.1	
Total expenses	283.0(B)	87.4	468.0	-	-	159.8	706.8	
Net profit	17.5(B)	11.8	22.9	-	-	17.4	27.3	
Non-Profitable								
Gross operating revenue	-()	-	-	-	-	-	-	
Total expenses	-()	-	-	-	-	-	-	
Net loss	-()	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	73							
Gross operating revenue	235.5(B)	117.2	302.1	-	-	196.3	394.1	
Total expenses	214.0(B)	101.7	277.2	-	-	174.0	366.9	
Net profit	21.5(B)	15.4	24.9	-	-	22.3	27.2	
Non-Profitable								
Gross operating revenue	66.7(B)	-	-	-	-	-	-	
Total expenses	93.8(B)	-	-	-	-	-	-	
Net loss	-27.1(B)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Beauticians Supply Limited

ADDRESS: 106 - 701 Cynthia Street
Saskatoon, Saskatchewan S7L 6B7

PHONE: (306) 652-7222 **FAX:** (306) 244-6062

PRODUCTS: Barbers equipment, blow dryers & men's' hair styling products (Andis, Wahl & Oster)

WEB SITE: http://www.beauticianssupply.com/

NAME: Gould & Company

ADDRESS: 1146 Broad Street
Regina, Saskatchewan S4R 1X8

PHONE: (306) 757-2668 **FAX:** (306) 781-7042

PRODUCTS: Exclusive distributor for: Redken, Zotos, Paul Mitchell, L'Oreal, Bio Cosmetics, Fantasia, Belmont, Excelsior and a complete line of hair & nail products.

NAME: Beauticians Beauty Systems

ADDRESS: 1019 Osler Street
Regina, Saskatchewan S4R 8N5

PHONE: (306) 525-6655 **FAX:** (306) 569-8231

PRODUCTS: Matrix Essentials, Systems Biolage, Vavoom, SoColor, Icon, Logics, Iso, OPI, Nisim, Eufora, Kasho, DannyCo, and Salon Equipment

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NAME: Monarch Beauty Supply

ADDRESS: 1632 Broder Street
Regina, Saskatchewan S4N 7K1

PHONE: (306) 757-0191 **FAX:** (306) 569-4115

PRODUCTS: Beauty Supplies

WEB SITE: http://monarchbeauty.ca/

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Salons Plus

ADDRESS: 1779 McAra Street
Regina, Saskatchewan S4N 6H5

PHONE: (306) 525-5553
Or 1-800-665-6426
FAX: (306) 522-9044

PRODUCTS: Joico, VEROColour, Fudge for hair, paint box, nail supplies, tanning supplies, DANNYCO

NAME: Modern Beauty Supplies Incorporated

ADDRESS: Bay 2, 6020 - 11th Street South East
Calgary, Alberta T2H 2L7

PHONE: (403) 259-4442
FAX: (306) 259-4485

PRODUCTS: Kenra, Tigi, Bio-tec, Framesi & Revlon.

WEB SITE: www.modernbeauty.ca

TRADE SHOWS

NAME: Saskatchewan Beauty Show by Allied Beauty Association

FREQUENCY: Annual (September)

CONTACT: Marc Speir, Show Manager

ADDRESS: Regina Exhibition Park
Regina, SK

PHONE: (416) 635-1282 **FAX:** (416) 635-1705

PRODUCTS: Professional beauty products & equipment.

E-MAIL: abacan@idirect.com

NAME: Hairdressers' Association Annual Convention

FREQUENCY: Annual - March (Trade)

CONTACT: Venie Dettmers, Show Manager

ADDRESS: Cosmetologist's Association of British Columbia
899 - 8th Avenue West
Vancouver, British Columbia V5Z 1E3

PHONE: (604) 871-0222 **FAX:** (604) 871-0299

PRODUCTS: Haircare, skincare, nailcare, aromatherapy, tanning, equipment, accessories, computer software, educational materials

WEB SITE: www.cabccanada.com

NAME: Calgary Beauty Show by Allied Beauty Association

FREQUENCY: Annual - October (Trade)

ADDRESS: Calgary Exhibition & Stampede Park
Calgary, Alberta

PHONE: (905) 635-1282 **FAX:** (905) 635-1705

PRODUCTS: Products and services available in salons

WEB SITE: http://www.abacanada.com

E-MAIL: abacan@idirect.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Allied Beauty Association (ABA)

ADDRESS: Suite 325, 3625 Dufferin Street
Toronto, Ontario M3K 1Z2

PHONE: (416) 635-1282 **FAX:** (416) 635-1205

WEB SITE: www.abacanada.com

E-MAIL: abacan@idirect.com

NAME: Cosmetologist's Association of British Columbia (CABC)

ADDRESS: 899 - 8th Avenue West
Vancouver, British Columbia V5Z 1E3

CONTACT: Theresia Weigert

PHONE: (604) 871-9283
Or 1-800-663-9283 **FAX:** (604) 871-0299

WEB SITE: www.cabccanada.com

E-MAIL: info@cabccanada.com

Source: Directory of Associations in Canada, 2002; Micromedia Limited

TRADE JOURNALS

NAME: (1) Beauty Salons/Equipment & Supplies Wholesale
(2) Hair Product Dealers

FREQUENCY: (1) Annual.
(2) Annual.

ADDRESS: Info USA

PHONE: (402) 331-5481

NAME: Salon Magazine

FREQUENCY: Eight issues per year

ADDRESS: Salon Communications Inc
411 Richmond St E, Suite 300
Toronto, Ontario

PHONE: (416) 869-3131 **FAX:** (416) 869-3008

WEB SITE: www.beautynet.com

E-MAIL: salon@beautynet.com

NAME: Salon Today Management

FREQUENCY: Monthly

ADDRESS: Vance Publishing Corporation
400 Knightsbridge Parkway
Lincolnshire, Il 60069

PHONE: (780) 634-2600
Or 1-800-621-2845 **FAX:** (780) 634-4379

WEB SITE: http://www.vancepublishing.com/

TRADE JOURNALS

NAME: Mademoiselle

FREQUENCY: Monthly

ADDRESS:
The Conde Nast Publications
4 Times Square
New York, New York 10036

PHONE: (212) 286-2860 **FAX:** (212) 286-6867

WEB SITE: www.mademoiselle.com

E-MAIL: feedback@mademoiselle.com

NAME: Cosmetics

FREQUENCY: Bimonthly

ADDRESS:
Rogers Media Inc.
156 Front Street, Suite 400
Toronto, Ontario M5W 1A7

PHONE: (416) 569-5246 **FAX:** (416) 596-5179

WEB SITE: www.cosmeticsmag.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9710 - Barber and Beauty Shops

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	190							
Revenue Range:								
Low Value ($ 000)	30	30	71	30	46	71	126	
High Value ($ 000)	5000	71	5000	46	71	126	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**18.5(A)**	**16.9**	**19.0**	**14.1**	**18.6**	**18.5**	**19.3**	**78.8**
Purchases and material	18.6(A)	17.3	19.1	15.0	18.7	18.6	19.2	78.2
Closing inventory	2.7(A)	2.6	2.8	2.7	2.5	1.0	3.5	46.6
	2.6(A)	2.2	2.7	1.8	2.4	0.9	3.5	44.0
Wages, salaries, and benefits	**39.5(A)**	**15.7**	**47.3**	**11.0**	**18.6**	**38.8**	**50.8**	**80.8**
Direct	2.6(B)	0.2	3.3	0.2	0.2	1.1	4.2	7.8
Indirect	37.0(A)	15.5	44.0	10.8	18.3	37.7	46.5	75.1
Occupancy expenses	**13.1(A)**	**19.0**	**11.2**	**16.1**	**20.8**	**14.8**	**9.7**	**90.0**
Depreciation	2.7(A)	1.8	2.9	2.4	1.5	2.9	2.9	89.6
Repairs and maintenance	1.2(A)	1.4	1.1	1.7	1.2	1.3	1.0	80.3
Fuel and oil	0.0(B)	0.0	0.0	0.0	0.0	0.0	0.0	1.6
Utilities	2.5(A)	4.6	1.8	3.4	5.3	1.6	1.8	75.1
Rent	6.8(A)	11.1	5.4	8.6	12.7	8.9	4.0	78.8
Financial expenses	**2.1(A)**	**1.8**	**2.2**	**1.6**	**1.9**	**2.6**	**2.0**	**97.4**
Interest and bank charges	1.3(A)	1.0	1.4	1.1	1.0	1.6	1.4	89.1
Professional fees	0.7(A)	0.8	0.7	0.5	1.0	1.0	0.6	82.9
General expenses	**2.7(A)**	**2.5**	**2.8**	**2.2**	**2.7**	**3.2**	**2.6**	**97.4**
Advertising	1.6(A)	1.5	1.6	1.3	1.6	2.3	1.4	92.7
Delivery expenses	0.6(B)	0.1	0.8	0.1	0.1	0.5	0.9	22.8
Insurance	0.5(A)	0.9	0.4	0.8	1.0	0.5	0.3	68.4
Other expenses	**8.7(A)**	**9.6**	**8.4**	**10.3**	**9.2**	**9.0**	**8.2**	**100.0**
Total expenses	**84.7(A)**	**65.6**	**90.9**	**55.2**	**71.8**	**86.9**	**92.5**	**100.0**
Net profit/loss	**15.3(A)**	**34.4**	**9.1**	**44.8**	**28.2**	**13.1**	**7.5**	**99.5**
Average number of paid employees	2.7	0.5	4.8	0.3	0.8	2.3	7.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	12.5	34.5	7.4	41.1	29.9	9.3	6.5	
Gross margin (percent)	42.0	67.4	33.7	74.9	62.8	42.7	30.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	97							
Gross operating revenue	100.8(A)	49.0	152.3	36.9	61.7	89.0	213.8	
Total expenses	84.5(A)	31.2	137.5	20.0	42.8	75.9	197.4	
Net profit	16.3(A)	17.8	14.8	16.8	18.9	13.1	16.4	
Non-Profitable								
Gross operating revenue	88.0(B)	54.1	128.3	-	-	-	-	
Total expenses	98.0(B)	60.2	143.0	-	-	-	-	
Net loss	-10.0(C)	-6.1	-14.7	-	-	-	-	
1995								
Profitable								
Percent of businesses	92							
Gross operating revenue	79.7(A)	37.8	122.4	29.0	46.2	81.0	169.7	
Total expenses	64.9(A)	24.7	105.8	15.8	33.3	68.6	148.3	
Net profit	14.8(A)	13.1	16.5	13.2	13.0	12.3	21.3	
Non-Profitable								
Gross operating revenue	116.1(B)	40.3	176.5	32.0	53.5	65.2	196.4	
Total expenses	121.7(B)	45.9	182.3	38.8	57.2	72.2	201.9	
Net loss	-5.6(B)	-5.6	-5.7	-6.7	-3.7	-6.9	-5.5	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	80							
Revenue Range								
Low Value ($ 000)	30	30	89	30	56	89	145	
High Value ($ 000)	5000	89	5000	56	89	145	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**21.9(A)**	**20.5**	**22.3**	**20.0**	**20.9**	**23.2**	**2..9**	**79.5**
Purchases and material	22.1(A)	21.1	22.3	21.9	20.7	23.2	22.0	79.5
Closing inventory	3.3(B)	1.7	3.8	3.7	0.6	3.0	4.2	48.7
	3.2(B)	1.2	3.8	1.8	0.8	3.0	4.1	44.9
Wages, salaries, and benefits	**41.5(A)**	**14.5**	**49.5**	**4.9**	**19.8**	**41.8**	**53.2**	**79.5**
Direct	1.2(B)	0.2	1.6	0.0	0.3	0.0	2.3	6.4
Indirect	40.3(A)	14.4	48.0	4.9	19.6	41.8	50.9	74.4
Occupancy expenses	**11.2(A)**	**20.7**	**8.4**	**13.9**	**24.4**	**11.1**	**7.1**	**98.7**
Depreciation	3.1(B)	3.0	3.1	2.8	3.2	5.0	2.3	92.3
Repairs and maintenance	1.1(A)	2.0	0.8	2.0	2.0	0.9	0.8	80.8
Fuel and oil	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Utilities	2.3(A)	3.9	1.8	3.2	4.3	1.7	1.8	71.8
Rent	4.7(B)	11.3	2.6	6.0	15.0	3.6	2.1	79.5
Financial expenses	**2.0(A)**	**2.0**	**2.0**	**1.7**	**2.1**	**2.2**	**2.0**	**96.2**
Interest and bank charges	1.4(A)	1.4	1.4	1.3	1.4	1.6	1.3	89.7
Professional fees	0.6(A)	0.6	0.6	0.3	0.7	0.5	0.7	82.1
General expenses	**2.8(A)**	**3.1**	**2.7**	**2.3**	**3.5**	**3.8**	**2.2**	**97.4**
Advertising	1.6(A)	2.6	1.3	1.6	3.1	1.6	1.2	94.9
Delivery expenses	0.8(B)	0.0	1.0	0.0	0.0	1.9	0.6	14.1
Insurance	0.3(A)	0.4	0.3	0.6	0.3	0.3	0.3	60.3
Other expenses	**7.8(A)**	**6.2**	**8.3**	**7.7**	**5.4**	**8.8**	**8.0**	**100.0**
Total expenses	**87.2(A)**	**67.0**	**93.2**	**50.3**	**76.1**	**91.0**	**94.3**	**100.0**
Net profit/loss	**12.8(B)**	**33.0**	**6.8**	**49.7**	**23.9**	**9.0**	**5.7**	**98.7**
Average number of paid employees	3.4	0.5	6.3	0.1	1.0	3.4	9.2	
FINANCIAL RATIOS								
Interest coverage ratio (times)	10.0	24.9	5.7	37.9	18.0	6.5	5.3	
Gross margin (percent)	36.6	64.9	28.1	75.2	59.3	34.9	24.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	100							
Gross operating revenue	121.6(A)	55.6	187.0	39.2	72.0	119.5	254.5	
Total expenses	106.0(B)	37.0	174.3	19.4	54.6	108.7	240.0	
Net profit	15.6(A)	18.6	12.6	19.8	17.4	10.8	14.5	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	92							
Gross operating revenue	77.7(A)	46.1	111.4	36.9	54.8	87.1	141.6	
Total expenses	62.2(A)	33.2	93.0	26.9	39.1	69.7	122.0	
Net profit	15.6(A)	12.9	18.4	10.0	15.7	17.4	19.6	
Non-Profitable								
Gross operating revenue	126.8(B)	34.4	168.6	-	-	-	-	
Total expenses	130.0(B)	39.9	170.8	-	-	-	-	
Net loss	-3.2(C)	-5.5	-2.2	-	-	-	-	

PRODUCT SOURCES

NAME: Addison-Wesley & Benjamin Cummings Publishers Limited

ADDRESS: 75 Arlington St., Suite 300
Boston, MA 02116

PHONE: (617) 848-6000

PRODUCTS: Book publisher

WEB SITE: http://www.aw.com

E-MAIL: keith@aw.ca

NAME: Harlequin Enterprises Limited

ADDRESS: 225 Duncan Mill Road
Don Mills, Ontario M3B 3K9

PHONE: (416) 445-5860 **FAX:** (416) 445-8655

PRODUCTS: Romance novels

WEB SITE: http://www.eharlequin.com/

NAME: Harper Collins Publishers Limited

ADDRESS: 1995 Markham Road
Toronto, Ontario M1B 5M8

PHONE: (416) 321-2241 **FAX:** (416) 321-3033

PRODUCTS: Book publisher

WEB SITE: www.harpercanada.com

NAME: McClelland and Stewart The Canadian Publishers

ADDRESS: 481 University Avenue, Suite 900
Toronto, Ontario M5G 1E9

PHONE: (416) 598-1114 **FAX:** (416) 598-7764

PRODUCTS: Book publisher

WEB SITE: www.mcclelland.com

PRODUCT SOURCES

NAME: McGraw Hill Ryerson Limited

ADDRESS: 300 Water Street
Whitby, Ontario L1N 9B6

PHONE: (905) 430-5000
Or 1-800-565-5758

PRODUCTS: Book publisher

WEB SITE: http://www.mcgrawhill.ca

E-MAIL: sharon@mcgrawhill.ca

NAME: Between the Lines

ADDRESS: 720 Bathurst Street, Suite 404
Toronto, Ontario M5S 2R4

PHONE: (416) 535-9914 **FAX:** (416) 535-1484

PRODUCTS: Non-fiction social, political, environmental, labour, cultural, gender issue books, Canadian and third world subjects.

WEB SITE: www.btlbooks.com

E-MAIL: btlbooks@web.ca

NAME: Shaben International Incorporated

ADDRESS: 14735 - 124th Avenue
Edmonton, Alberta T5L 3B2

PHONE: 1-800-565-0384 **FAX:** (403) 455-8500

PRODUCTS: Books

PRODUCT SOURCES

NAME: Penguin Books Canada Limited

ADDRESS: Head Office
10 Alcorn Avenue, Suite 300
Toronto, Ontario M4V 3B2

PHONE: (416) 925-2249 **FAX:** (416) 925-0068

PRODUCTS: Book publisher

WEB SITE: http://www.penguin.ca

NAME: Random House of Canada Limited

ADDRESS: 2775 Matheson Blvd. East
Mississauga, Ontario L4W 4 P7

PHONE: (905) 624-0672 **FAX:** (905) 624-6217

WEB SITE: www.randomhouse.ca

NAME: Readers' Digest Association (Canada) Ltd.

ADDRESS: 1125 Stanley Street
Montreal, PQ H3B 5H5

PHONE: (514) 940-0751 **FAX:** (514) 940-3637

PRODUCTS: Magazine & book publisher

WEB SITE: http://www.readersdigest.ca

E-MAIL: customer-service@readersdigest.ca

NAME: Pearson Education Canada

ADDRESS: 195 Harry Walker Parkway North
Newmarket, Ontario L3Y 7B4

PHONE: 1-800-567-3800 **FAX:** (905) 853-7865

PRODUCTS: Book Publisher

WEB SITE: www.pearsoned.com

PRODUCT SOURCES

NAME: Universal Bindery (Saskatchewan) Limited

ADDRESS: 516A Duchess Street
Saskatoon, Saskatchewan S7K OR1

PHONE: (306) 652-8313 **FAX:** (306) 244-2994
Or 1-888-563-6368

PRODUCTS: Vinyl binders, index tabs, custom turned edge zipper binder, writing portfolios, menu covers.

NAME: Innova Envelope Inc.

ADDRESS: 2361 2nd Ave.
Regina, Saskatchewan S4R 1A5

PHONE: (306) 359-3000 **FAX:** (306) 525-8244

PRODUCTS: All sizes of envelopes, any quantity of envelopes.

NAME: NewsWest

ADDRESS: 2303 - 2nd Avenue
Regina, Saskatchewan S4R 1A5

PHONE: (306) 525-3757 Or 1-800-665-8135

PRODUCT: Wholesalers of paperbacks, magazines, children's books and comics.

NAME: National Book Service

ADDRESS: 50 Beurling Crescent
Saskatoon, Saskatchewan S7H 4V7

PHONE: (306) 955-0225 **FAX:** (306) 374-3314

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Store fixtures, layout, design, shelving and equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout design & racking.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layouts, design, installation, shelving & racking, etc.

TRADE SHOWS

NAME: Canadian Booksellers Association Convention & Trade Show

FREQUENCY: Annual - June (Trade)

PRODUCTS: Products sold in independent & chain bookstores.

ADDRESS:
Canadian Booksellers Association
789 Don Mills Road, #700
Toronto, Ontario M4J 3R8

PHONE: (416) 467-7894 **FAX:** (416) 467-7886

WEB SITE: http://www.cbabook.org

EMAIL: membership@cbabook.org

NAME: Christian Booksellers Association (Canadian Chapter)

FREQUENCY:
Annual - fall (closed trade show)
Regional - winter

PRODUCTS: Religious books, bibles, music & gifts.

CONTACT: Marlene Coghlin, Executive Director

ADDRESS:
15-155 Suffolk Street W.
Guelph, Ontario N1H 2J7

PHONE: (519) 766-1683 **FAX:** (519) 763-8184

NAME: The Word on the Street

FREQUENCY: Annual (September)

PRODUCTS: Provides a day of reading's, poetry, book buying and selling and live entertainment.

ADDRESS:
The Word on the Street Canada Ltd.
C/o The Event Group
B6 – 2509 Dieppe Ave SW
Calgary, Alberta T3E 7J9

PHONE: (403) 543-1506

EMAIL: wotscalgary@canada.com

TRADE SHOWS

NAME: Canadian Gift & Tableware Association Show

FREQUENCY: Bi-annual

PRODUCTS: Stationary, giftware, tableware, housewares, greeting cards, gift baskets, floral and wedding products, etc.

ADDRESS:
Canadian Gift and Tableware Association
42 Voyager Court
Toronto, Ontario M9W 5M7

PHONE: (416) 679-0170 **FAX:** (416) 679-0175
Or 1-800-750-1967

WEB SITE: http://www.cgta.org

E-MAIL: info@cgta.org

NAME: Toronto Spring/Fall Gift Show

FREQUENCY: Annual - February/September (Trade)

PRODUCTS: Stationary, kitchenware, luggage and leathergoods, pottery, china, brassware, jewellery, games, paper, handcrafted products, bath accessories, etc.

ADDRESS:
dmg World Media Inc
1 Concorde Gate, Suite 800
North York, Ontario M3C 3N6

PHONE: (416) 385-1880 **FAX:** (416) 385-1855

WEB SITE: http://www.dmgworldmedia.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Booksellers Association (CBA)

ADDRESS: 789 Don Mills Road, #700
Toronto, Ontario M3C 1T5

PHONE: (416) 467-7883 **FAX:** (416) 467-7886

WEB SITE: http://www.cbabook.org

E-MAIL: enquiries@cbabook.org

NAME: The Christian Booksellers Association

CONTACT: Marlene Coghlin, Executive Director

ADDRESS: 15-155 Suffolk Street W.
Guelph, Ontario N1H 2J7

PHONE: (519) 766-1683 **FAX:** (519) 763-8184

E-MAIL: cbacan@netcom.ca

NAME: Book Promoters Association of Canada (BPAC)

CONTACT: Salman A. Nensi

ADDRESS: Hudson Bay Postal Outlet "The Wicket"
20 Blloor St. East P.O. Box 75115
Toronto, Ontario M4W 3T3

PHONE: (416) 410-5630

WEB SITE: www.bpacanada.org

E-MAIL: info@bpacanada.org

Source: The Directory of Associations in Canada 2002, MicroMedia Limited

TRADE JOURNALS

NAME: Quill & Quire

FREQUENCY: Monthly

ADDRESS:
Quill and Quire
70, The Esplanade, Suite 210
Toronto, Ontario M5E 1R2

PHONE: (416) 360-0044 **FAX:** (416) 955-0794

WEB SITE: http://www.quillandquire.com

NAME: Canadian Publishers Directory (Bi-annual Supplement to Quill and Quire)

FREQUENCY: Two issues per year

ADDRESS:
Quill and Quire
70, The Esplanade, Suite 210
Toronto, Ontario M5E 1R2

PHONE: (416) 360-0044 **FAX:** (416) 955-0794

WEB SITE: http://www.quillandquire.com

NAME: Magazine and Bookseller

FREQUENCY: Monthly

ADDRESS:
North American Publishing Co
322 8th Street, 3rd Floor
New York, New York 10001

PHONE: (212) 620-7330 **FAX:** (212) 620-7335

WEB SITE: customerservice@napco.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6516 Book and Stationery Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	30	30	-	30	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	71.8(A)	-	-	-	-	-	-	90.9
Purchases and material	71.8(A)	-	-	-	-	-	-	90.9
Closing inventory	15.6(B)	-	-	-	-	-	-	45.5
	15.6(B)	-	-	-	-	-	-	45.5
Wages, salaries, and benefits	10.3(B)	-	-	-	-	-	-	72.7
Direct	0.0(A)	-	-	-	-	-	-	0.0
Indirect	10.3(B)	-	-	-	-	-	-	72.7
Occupancy expenses	3.9(B)	-	-	-	-	-	-	100.0
Depreciation	0.8(B)	-	-	-	-	-	-	81.8
Repairs and maintenance	0.1(B)	-	-	-	-	-	-	72.7
Fuel and oil	0.0(B)	-	-	-	-	-	-	9.1
Utilities	1.7(A)	-	-	-	-	-	-	72.7
Rent	1.3(B)	-	-	-	-	-	-	72.7
Financial expenses	1.4(A)	-	-	-	-	-	-	100.0
Interest and bank charges	1.1(A)	-	-	-	-	-	-	100.0
Professional fees	0.3(B)	-	-	-	-	-	-	90.9
General expenses	5.9(A)	-	-	-	-	-	-	100.0
Advertising	2.7(A)	-	-	-	-	-	-	100.0
Delivery expenses	3.0(B)	-	-	-	-	-	-	45.5
Insurance	0.2(B)	-	-	-	-	-	-	63.6
Other expenses	5.1(B)	-	-	-	-	-	-	100.0
Total expenses	98.4(A)	-	-	-	-	-	-	100.0
Net profit/loss	1.6(B)	-	-	-	-	-	-	100.0
Average number of paid employees	1.9	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	2.5	-	-	-	-	-	-	
Gross margin (percent)	17.9	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	64							
Gross operating revenue	111.0(A)	-	-	-	-	-	-	
Total expenses	100.2(A)	-	-	-	-	-	-	
Net profit	10.8(A)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	85							
Gross operating revenue	276.0(A)	157.2	383.5	39.1	287.5	-	-	
Total expenses	256.9(A)	143.0	360.0	33.6	263.8	-	-	
Net profit	19.1(A)	14.2	23.5	5.6	23.7	-	-	
Non-Profitable								
Gross operating revenue	272.6(B)	135.5	517.5	70.4	178.3	-	-	
Total expenses	288.8(B)	150.2	336.4	79.5	196.6	-	-	
Net loss	-16.1(B)	-14.6	-18.8	-9.1	-18.3	-	-	

PRODUCT SOURCES

NAME: Government of Saskatchewan Land Leasing
(1) Parkland (Southern)
(2) Parkland (Northern)

PHONE: (306) 787-8452 - Regina
(306) 953-2686 - Prince Albert

NAME: Rural Service Centres - Crown Lands

ADDRESS: 3085 Albert Street
Regina, Saskatchewan

PHONE: (306) 787-5690

NAME: Farm Land - For Sale

CONTACT: Real estate agents, banks, and local newspapers.

FIXTURE AND EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, design, layouts, racking, etc.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721 - 2175

PRODUCTS: Layout, design, installation, shelving, racking, etc.

NAME: Dura Structures Limited

ADDRESS: 555 McDonald Street
Regina, Saskatchewan S4N 4X1

PHONE: (306) 721-6866 **FAX:** (306) 721-4700

PRODUCTS: General contractors & engineers: commercial, industrial & recreational. Complete design - build service. Developers & leasers.

NAME: Graham Construction & Engineering Inc

ADDRESS: 290 Hodsman Road
Regina, Saskatchewan S4N 5X4

PHONE: (306) 721-1444 **FAX:** (306) 721-5616

PRODUCTS: Functional & attractive buildings for commercial, industrial & professional applications. Professional building service and pre-engineered buildings.

TRADE SHOWS

NAME: Vancouver International Boat Show

FREQUENCY: Annual - October (Consumer)

ADDRESS:
Canadian National Sportsmen's Show (1989) Ltd.
#501 4190 Lougheed Highway
Burnaby, British Columbia V5C 6A8

PHONE: (604) 294 -1313 **FAX:** (604) 294-4740

PRODUCTS: Fishing, hunting, camping, outdoor equipment, boating, 4 wheel drive vehicles and accessories, tourism resorts and destinations.

WEB SITE: http://www.sportsmensshows.com/VanBoat/

NAME: The Calgary Boat & Sportsmen's Show

FREQUENCY: Annual - February (Consumer)

ADDRESS:
Canadian National Sportsmen's Shows (1989) Ltd.
1032-17th Ave. SW, Suite 340
Calgary, Alberta T2T 0A5

PHONE: (403) 245-9008 **FAX:** (403) 245-5100

PRODUCTS Sail, power & fishing boats, hunting, fishing, camping supplies, resort destinations, outdoor recreation, recreational vehicles, 4 wheel drives, motor homes.

WEB SITE: www.sportshows.ca

NAME: Ottawa Boat, Sportsmen's Show and Collage

FREQUENCY: Annual - winter [consumer]

ADDRESS:
Canadian National Sportsmen's Shows
703 Evans Avenue, Suite 202
Toronto, Ontario M9C 5E9

PHONE: (416) 695-0311
Or 1-888-695-2677
FAX: (416) 695-0381

PRODUCTS: Powerboats, runabouts, inflatables, personal watercrafts, fishing tackle, RV travel information, hunting gear, information on boating, fishing & hunting.

WEB SITE: www.sportshows.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Canadian Camping Association (CCA)

ADDRESS: Box 74030 Stn Peppertree
Edmonton, Alberta T5K 2S7

PHONE: (780) 427-6605
Or 1-877-427-6958

FAX: (780) 427-6695

WEB SITE: www.ccamping.org

E-MAIL: infor@ccamping.org

NAME: Saskatchewan Camping Association (SCA)

ADDRESS: P.O. Box 8862
Saskatoon, Saskatchewan S7K 6S6

PHONE: (306) 586-4026

WEB SITE: www.ccamping.org

E-MAIL: saskcamping@home.com

Source: Directory of Associations in Canada, 2002; Micromedia Limited

TRADE JOURNALS

NAME: Outdoor Life

FREQUENCY: Monthly

ADDRESS: Time 4 Media, Inc
2 Park Ave
New York, New York 10016-5601

PHONE: (212) 779-5000 **FAX:** (212) 779-5522
Or 1-800-227-2224

E-MAIL: olmagazine@aol.com

NAME: Outdoor Canada

FREQUENCY: Eight issues per year

ADDRESS: Outdoor Canada Publishing Ltd
340 Ferrier Street, Suite 210
Markham, Ontario L3R 2Z5

PHONE: (905) 475-8440 **FAX:** (905) 475-9246

WEB SITE: www.outdoorcanada.ca

E-MAIL: letters@outdoorcanada.ca

NAME: BC Outdoors

ADDRESS: OP Publishing Ltd.
780 Betty Street, Suite 300
Vancouver, British Columbia V6B 2M1

PHONE: (604) 687-1581 **FAX:** (604) 687-1925

WEB SITE: www.oppublishing.com

E-MAIL: oppubl@istar.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

REGULATIONS

REFERENCE:

Saskatchewan Regulation 185/69,
Under the Public Health Act.
"The Tourist Accommodation Regulations, 1969 Interpretation."

Chapter P-37 REG1
The Public Health Act,
Order in Council 645/81,
"The Swimming Pool Regulations."

STATISTICS CANADA
1995 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC Q9130 - Camping Grounds and Travel Trailer Parks

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	25	25	62	25	31	62	151	
High Value ($ 000)	5000	62	5000	31	62	151	5000	

SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**10.4(A)**	**0.2**	**12.9**	**0.0**	**0.4**	**16.2**	**11.5**	**40.0**
Purchases and material	10.5(A)	0.2	12.8	0.0	0.4	16.0	11.4	40.0
Closing inventory	1.5(B)	0.0	1.9	0.0	0.0	2.9	1.4	20.0
	1.6(B)	0.0	1.9	0.0	0.0	3.2	1.4	20.0
Wages, salaries, and benefits	**12.7(B)**	**11.4**	**12.9**	**6.5**	**14.6**	**11.2**	**13.7**	**93.3**
Direct	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Indirect	12.7(B)	11.4	12.9	6.5	14.6	11.2	13.7	93.3
Occupancy expenses	**25.7(A)**	**44.7**	**21.5**	**44.1**	**45.1**	**29.7**	**18.0**	**100.0**
Depreciation	4.6(A)	10.3	3.3	20.8	3.5	1.5	4.1	80.0
Repairs and maintenance	10.0(A)	19.9	7.8	7.6	27.9	10.4	6.6	100.0
Fuel and oil	0.7(B)	1.4	0.6	3.0	0.4	0.8	0.5	33.3
Utilities	8.0(B)	12.8	7.0	12.0	13.3	7.5	6.7	100.0
Rent	2.3(B)	0.3	2.8	0.7	0.0	9.4	0.9	13.3
Financial expenses	**5.0(A)**	**11.8**	**3.5**	**6.8**	**15.0**	**4.0**	**3.3**	**100.0**
Interest and bank charges	4.6(A)	11.3	3.1	5.9	14.8	3.5	2.9	86.7
Professional fees	0.4(A)	0.5	0.4	0.9	0.2	0.5	0.4	66.7
General expenses	**6.2(A)**	**9.3**	**5.5**	**6.7**	**11.0**	**7.6**	**4.6**	**100.0**
Advertising	0.5(A)	0.7	0.5	0.7	0.8	1.0	0.3	73.3
Delivery expenses	3.7(B)	3.3	3.8	2.3	4.0	4.8	3.3	73.3
Insurance	2.0(B)	5.2	1.2	3.7	6.2	1.8	1.0	86.7
Other expenses	**27.5(A)**	**28.7**	**29.1**	**34.4**	**11.9**	**10.3**	**37.0**	**100.0**
Total expenses	**87.7(A)**	**98.2**	**85.3**	**98.5**	**97.9**	**79.0**	**88.0**	**100.0**
Net profit/loss	**12.3(B)**	**1.8**	**14.7**	**1.5**	**2.1**	**21.0**	**12.0**	**100.0**

Average number of paid employees	0.5	0.2	0.9	0.1	0.3	0.4	1.3	

FINANCIAL RATIOS								
Interest coverage ratio (times)	3.7	1.2	5.8	1.3	1.1	7.0	5.1	
Gross margin (percent)	76.8	88.3	74.2	93.5	85.0	72.5	74.9	

PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1995								
Profitable								
Percent of businesses	70							
Gross operating revenue	113.6(A)	35.4	171.4	-	-	-	-	
Total expenses	94.8(A)	30.1	141.3	-	-	-	-	
Net profit	18.9(B)	3.3	30.1	-	-	-	-	
Non-Profitable								
Gross operating revenue	61.5(A)	-	-	-	-	-	-	
Total expenses	65.5(A)	-	-	-	-	-	-	
Net loss	-4.0(B)	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	70							
Gross operating revenue	72.1(B)	41.1	101.0	-	-	-	-	
Total expenses	63.1(B)	40.1	84.7	-	-	-	-	
Net profit	8.9(B)	1.0	16.3	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Big K Enterprises Limited

ADDRESS:
1346 Caribou Street West
Moose Jaw, Saskatchewan S6H 7K6

PHONE: (306) 692 - 3223

PRODUCTS: Manufacturers & dealers of coin operated car & truck wash equipment, portable & steam units, cleaning compounds & waxes

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NAME: Hotsy Saskatchewan (Clark's Supply & Service Ltd.)

ADDRESS:
1650 Stadacona Street West
Moose Jaw, Saskatchewan S6H 4P8

PHONE: (306) 693-4334 **FAX:** (306) 693-0399

Or

ADDRESS:
220 Hodsman Road
Regina, Saskatchewan S4N 5X4

PHONE: (306) 721-2104 **FAX:** (306) 721-4401

Or

ADDRESS:
#417 - 44th Street East
Saskatoon, Saskatchewan S7K 0V9

PHONE: (306) 934-3880 **FAX:** (306) 934-2717

PRODUCTS: Hot, cold & steam pressure and parts washers. Full line of Hotsy detergents. Complete sales and service.

NAME: Panther Wash Equipment Limited

ADDRESS:
#4-210 48th Street East
Saskatoon, Saskatchewan S7K 6A4

PHONE: (306) 242-6622 **FAX:** (306) 934-8204

PRODUCTS: Coin operated systems, cold/hot steam high-pressure cleaners, chemicals, and accessories. Sales, service and leasing. Free demonstrations.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Washex Cleaning Systems

ADDRESS: #3 - 850 Marion Street
Winnipeg, Manitoba R2J 0K4

PHONE: 1-800-233-9963 **FAX:** (204) 231-0716

PRODUCT: Full line of Hotsy detergents.

E-MAIL: washex@escape.ca

TRADE SHOWS

NAME: Speedorama

FREQUENCY: Annual - January (Consumer)

ADDRESS:
Speedorama Shows Incorporated
3370 South Service Road
Burlington, Ontario L7N 3M6

CONTACT: Gary Wallace, Show Manager

PHONE: (905) 634-7736 **FAX:** (905) 634-1304

PRODUCTS: Cars, bikes and after-market parts & services

NAME: Business Expo

FREQUENCY: Annual - March (Trade)

ADDRESS:
Family Shows Canada
826 King Street
London, Ontario N5W 2X6

CONTACT: Doug Hillier, Show Manager

PHONE: (519) 432 -5189 **FAX:** (519) 432-7491

PRODUCTS: Provides small & medium sized businesses with information, products & services that help them function more efficiently.

WEB SITE: www.familyshowscanada.com

NAME: Business Expo

FREQUENCY: Annual - October (Trade)

ADDRESS:
Saskatoon Chamber of Commerce
345 3rd Avenue South
Saskatoon, Saskatchewan S7K 1M6

PHONE: (306) 664-0701 **FAX:** (306) 244-8366

PRODUCTS: A wide range of business products and services that promote business efficiency.

WEB SITE: www.eboardoftrade.com

E-MAIL: info@eboardoftrade.com

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Carwash Association (CCA)

ADDRESS: 404 – 2121 Argentia Rd
Mississauga, Ontario L5N 2X4

CONTACT: Brenda Looyenga, Executive Secretary

PHONE: (905) 826-2056 **FAX:** (905) 826-4873

WEB SITE: www.canadiancarwash.ca

E-MAIL: office@canadiancarwash.ca

NAME: Canadian Automobile Association (CAA)

ADDRESS: Suite 200, 1145 Hunt Club Road
Ottawa, Ontario K1V 0Y3

CONTACT: Brian A. Hunt, President & CEO

PHONE: (613) 247 - 0117 **FAX:** (613) 247 - 0118

WEB SITE: http://www.caa.ca

E-MAIL: info@national.caa.ca

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: American Clean Car

FREQUENCY: Bimonthly

ADDRESS:
American Trade Magazine
Crain Associated Enterprises Inc
500 N Dearborn St, Suite1100
Chicago, Illinois 60610

PHONE: (312) 337-7700 **FAX:** (312) 337-8654

WEB SITE: http://www.carwashmag.com

NAME: Professional Carwashing & Detailing

FREQUENCY: Monthly

ADDRESS:
National Trade Publications Inc
13 Century Hill Drive
Latham, New York 12110-2124

PHONE: (518) 783-1281 **FAX:** (518) 783-1386

E-MAIL: webmaster@carwash.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1995 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6391 - Car Washes

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	25	25	53	25	40	53	209	
High Value ($ 000)	5000	53	5000	40	53	209	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**26.8(B)**	**0.3**	**30.8**	**0.0**	**0.6**	**0.9**	**38.5**	**16.1**
Purchases and material	26.5(B)	0.3	30.5	0.0	0.6	0.9	38.1	16.1
Closing inventory	2.2(B)	0.0	2.5	0.0	0.1	0.0	3.1	6.5
	2.4(B)	0.1	2.8	0.0	0.1	0.0	3.5	6.5
Wages, salaries, and benefits	**33.4(A)**	**13.5**	**36.4**	**10.8**	**15.6**	**19.8**	**40.7**	**80.6**
Direct	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Indirect	33.4(A)	13.5	36.4	10.8	15.6	19.8	40.7	80.6
Occupancy expenses	**18.7(A)**	**29.4**	**17.1**	**23.0**	**34.3**	**31.4**	**13.4**	**100.0**
Depreciation	3.2(B)	15.9	1.3	16.9	15.1	4.5	0.5	83.9
Repairs and maintenance	3.1(B)	4.6	2.9	1.5	6.9	10.3	1.0	87.1
Fuel and oil	0.2(C)	0.0	0.2	0.0	0.0	1.0	0.0	9.7
Utilities	10.7(A)	8.9	10.9	4.5	12.3	9.0	11.4	96.8
Rent	1.5(C)	0.0	1.8	0.0	0.0	6.5	0.5	54.8
Financial expenses	**3.2(B)**	**16.5**	**1.2**	**27.8**	**7.8**	**3.8**	**0.5**	**100.0**
Interest and bank charges	2.5(C)	14.3	0.7	25.0	6.1	2.4	0.2	77.4
Professional fees	0.8(B)	2.2	0.5	2.9	1.7	1.4	0.3	100.0
General expenses	**2.6(B)**	**3.4**	**2.5**	**0.9**	**5.4**	**6.7**	**1.4**	**96.8**
Advertising	0.7(A)	0.3	0.8	0.2	0.3	1.4	0.7	83.9
Delivery expenses	1.1(B)	2.2	1.0	0.2	3.8	3.6	0.3	41.9
Insurance	0.8(B)	1.0	0.8	0.4	1.4	1.7	0.5	77.4
Other expenses	**13.8(B)**	**39.6**	**9.9**	**36.0**	**42.3**	**26.2**	**5.7**	**100.0**
Total expenses	**98.6(A)**	**102.8**	**98.0**	**98.6**	**106.0**	**88.7**	**100.4**	**100.0**
Net profit/loss	**1.4(C)**	**-2.8**	**2.0**	**1.4**	**-6.0**	**11.3**	**-0.4**	**100.0**
Average number of paid employees	1.8	0.2	3.5	0.1	0.3	0.8	6.2	
FINANCIAL RATIOS								
Interest coverage ratio (times)	1.6	0.8	4.1	1.1	0.0	5.7	-0.7	
Gross margin (percent)	39.8	86.1	32.8	89.2	83.8	79.3	20.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1995								
Profitable								
Percent of businesses	24							
Gross operating revenue	117.9(A)	33.8	141.6	-	-	-	-	
Total expenses	98.5(B)	24.7	119.3	-	-	-	-	
Net profit	19.4(A)	9.1	22.3	-	-	-	-	
Non-Profitable								
Gross operating revenue	184.1(B)	45.5	382.4	-	-	-	-	
Total expenses	187.1(B)	48.0	386.3	-	-	-	-	
Net loss	-3.0(B)	-2.5	-3.9	-	-	-	-	
1993								
Profitable								
Percent of businesses	16							
Gross operating revenue	101.2(B)	39.7	165.5	-	-	-	-	
Total expenses	87.6(B)	31.3	146.5	-	-	-	-	
Net profit	13.6(B)	8.5	19.0	-	-	-	-	
Non-Profitable								
Gross operating revenue	80.4(A)	-	-	-	-	-	-	
Total expenses	91.3(A)	-	-	-	-	-	-	
Net loss	-10.9(A)	-	-	-	-	-	-	

FIXTURE AND EQUIPMENT SUPPLIERS

NAME: DisplayCo Canada Inc.

ADDRESS: 1628 Quebec Street
Regina, Saskatchewan S4P 1J2

PHONE: (306) 569-2404 **FAX:** (306) 565-3961

PRODUCTS: Signs, displays (also trade show displays).

WEB SITE: http://www.displayco.ca/

NAME: Johnston GN Equipment

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-7373 or (306) 721-2175

PRODUCTS: Garment racks, pegboards, storage racks, gondolas, design and layout, shelving, casters and wheels, conveyors, overhead crane systems and chain hoists.

NAME: Fairwell Commercial Interiors Ltd.

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Fixtures, flatwall, grid, store design, layout and construction.

NAME: Alsort Store Fixture and Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Planning, layout, fixture and equipment, mannequin, general contractor, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

FIXTURE AND EQUIPMENT SUPPLIERS

NAME:	Hussman Canada Inc.		
ADDRESS:	115 Kress Street Regina, Saskatchewan	S4N 5X8	
PHONE:	(306) 721-2700	**FAX:**	(306) 721-4711
PRODUCTS:	Planning, fixture and equipment, layouts, gondolas and shelving.		
	Or		
ADDRESS:	Hussman Canada Inc. Saskatoon, Saskatchewan		
PHONE:	(306) 934-4440		
PRODUCTS:	Shelving, design, layouts, racking, etc.		

NAME:	Mayer's Packaging		
ADDRESS:	289 - 305 Chambers Street Winnipeg, Manitoba	R3E 1W6	
CONTACT:	Norm Tatelman		
PHONE:	(204) 774-1651	**FAX:**	(204) 783-7760
PRODUCTS:	Shelving, racks, boxes, gift-wrap, bows, etc.		
WEB SITE:	http://www.mayers.ca		

TRADE SHOWS

NAME: Saskatoon Apparel Market

FREQUENCY: Twice a year - April & October (Trade)

ADDRESS:
Prairie Apparel Market
77 - 81 Garry Street
Winnipeg, Manitoba R3C 4J9

PHONE: (204) 942-2060 **FAX:** (204) 947-0561

PRODUCTS: Clothing

NAME: Ontario Fashion Exhibitors Inc. Fashion Market

FREQUENCY: 2 shows/yr. - March & September (Trade)

ADDRESS:
Ontario Fashion Exhibitors Incorporated
111 Peter Street, Suite 219
Toronto, Ontario M5V 2H1

CONTACT: Serges Micheli, Show Manager

PHONE: (416) 596-2401 **FAX:** (416) 596-1808

PRODUCTS: Women's' fashions & accessories and children's' wear.

EMAIL: ofe@interlog.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: CAMA (Children's Apparel Manufacturing Association)

ADDRESS:
6900 boul Decarie , Suite 3110
Montreal, Quebec H3X 2T8

CONTACT: Hank Boshouwers, Exec. Director

PHONE: (514) 731-7774 **FAX:** (514) 731-7459

COMMENTS: See - The National Apparel Bureau, below.

WEB SITE: www.cama-apparel.org

E-MAIL: cama@cama-apparel.org

NAME: The National Apparel Bureau

ADDRESS:
294 Saint Paul Street West, 2nd floor
Montreal, Quebec H2Y 2A3

PHONE: (514) 845-8135 **FAX:** (514) 499-8468

COMMENTS: Most suppliers belong to the above two bureau's and look to them for information before passing any orders for credit approval.

Suppliers need to know something about the customer and his business before they can fill an order. Today all companies that sell on credit maintain current files on their customers. No businessperson, including yourself, will take blind chances with their money. Also, many concerned business people like to check out new sources for regular supply and for promotions before using them. It makes sense to be well known and respected.

Even the best credit risks can have problems if no credit information is available.

It is in your best interest to register now!

TRADE ASSOCIATIONS

NAME: Canadian Apparel Federation

ADDRESS: 504-124 O'Connor Street
Ottawa, Ontario K1P 5M9

PHONE: (613) 231-3220 **FAX:** (613) 231-2305

WEB SITE: http://www.apparel.ca/

E-MAIL: info@apparel.ca

NAME: Apparel & Textile Association of Saskatchewan Inc.

ADDRESS: 1102 8th Avenue
Regina, Saskatchewan S4P 3C2

PHONE: (306) 565-0065 **FAX:** (306) 565-1962

Source: Directory of Associations in Canada 2002, Micromedia Limited.

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	25	25	90	25	43	90	-	
High Value ($ 000)	5000	90	5000	43	90	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**72.4(A)**	**68.5**	**73.7**	**77.5**	**64.6**	-	-	**100.0**
Purchases and material	82.5(B)	102.6	75.9	79.1	112.8	-	-	100.0
Closing inventory	34.1(C)	53.7	27.7	32.7	62.9	-	-	90.9
	24.0(B)	19.6	25.5	31.1	14.6	-	-	72.7
Wages, salaries, and benefits	**14.7(A)**	**14.9**	**14.7**	**8.0**	**18.0**	-	-	**72.7**
Direct	0.3(C)	1.3	0.0	0.0	1.8	-	-	9.1
Indirect	14.4(A)	13.7	14.7	8.0	16.2	-	-	72.7
Occupancy expenses	**7.0(B)**	**9.9**	**6.1**	**10.8**	**9.6**	-	-	**100.0**
Depreciation	0.4(B)	1.0	0.2	1.2	0.9	-	-	45.5
Repairs and maintenance	0.6(B)	0.9	0.5	0.0	1.3	-	-	54.5
Fuel and oil	0.0(C)	0.0	0.0	0.0	0.0	-	-	9.1
Utilities	2.1(B)	3.1	1.7	3.4	3.0	-	-	90.9
Rent	3.9(B)	4.9	3.6	6.2	4.3	-	-	81.8
Financial expenses	**2.4(B)**	**4.5**	**1.7**	**7.5**	**3.1**	-	-	**90.9**
Interest and bank charges	2.2(B)	4.3	1.5	7.2	3.1	-	-	90.9
Professional fees	0.2(C)	0.1	0.2	0.3	0.1	-	-	45.5
General expenses	**4.1(A)**	**6.0**	**3.6**	**10.7**	**3.9**	-	-	**100.0**
Advertising	2.5(A)	2.8	2.4	3.6	2.4	-	-	100.0
Delivery expenses	0.7(C)	2.3	0.2	5.9	0.7	-	-	81.8
Insurance	0.9(A)	0.9	0.9	1.2	0.7	-	-	90.9
Other expenses	**4.5(A)**	**5.4**	**4.2**	**15.0**	**1.2**	-	-	**100.0**
Total expenses	**105.3(A)**	**109.2**	**104.0**	**129.5**	**100.3**	-	-	**100.0**
Net profit/loss	**-5.3(C)**	**-9.2**	**-4.0**	**-29.5**	**-0.3**	-	-	**100.0**
Average number of paid employees	1.4	0.7	2.2	0.2	1.2	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	12.8	16.5	11.6	14.5	17.5	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1995								
Profitable								
Percent of businesses	53							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	162.8(C)	-	-	-	-	-	-	
Total expenses	188.2(C)	-	-	-	-	-	-	
Net loss	-25.4(B)	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	10							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	162.2(A)	-	-	-	-	-	-	
Total expenses	171.0(A)	-	-	-	-	-	-	
Net loss	-8.7(B)	-	-	-	-	-	-	

PRODUCT SOURCES

Mannesmann Demag Ltd. (Cranes, hoists)

Stihl Saws

Bobcat

Caterpillar Equipment

Ditch Witch Products

Ford-New Holland Tractors/Equipment

Ingersoll-Rand Contractors Equipment

John Deere Construction & Industrial Equipment

FIXTURES & EQUIPMENT SUPPLIERS

NAME: House of Tools Ltd.

ADDRESS: 805 Circle Drive East
Saskatoon, Saskatchewan S7K 3S4

PHONE: (306) 653-5555 **FAX:** (306) 653-2200

PRODUCTS: Power tools, fasteners, compressors, etc.

NAME: Anchor Construction Industrial Products Ltd.

ADDRESS: 2321B Faithful Avenue
Saskatoon, Saskatchewan S7K 1T9

PHONE: (306) 931-8770 **FAX:** (306) 934-3455

PRODUCTS: Power tools, fasteners, compressors, etc.

NAME: Mr. Tool Warehouse

ADDRESS: 1305 Park Street
Regina, Saskatchewan S4N 2E8

PHONE: (306) 352-2550 **FAX:** (306) 565-0811

PRODUCTS: Power tools, fasteners, compressors, etc.

NAME: Redhead Equipment Limited

ADDRESS: 705 Henderson Drive
Regina, Saskatchewan S4N 6A8

PHONE: (306) 721-2666 **FAX:** (306) 721-2899

Or

ADDRESS: 3210 Idylwyld Drive North
Saskatoon, Saskatchewan S7L 5Y7

PHONE: (306) 931-4600 **FAX:** (306) 933-1158

PRODUCTS: Contractors Equipment - Earthmoving equipment parts, service and sales.

TRADE SHOWS

NAME: Alberta Construction Exposition

FREQUENCY: Annual - November (Trade)

ADDRESS: Uniglobe International Exhibitions Inc.
A19, 6120 2nd Street SE
Calgary, Alberta T2H 2L8

CONTACT: Linda McCaffrey

PHONE: (403) 258-0705 **FAX:** (403) 258-0745

PRODUCTS: Products and services relevant to the construction industry

WEB SITE: www.uniglobe-tradeshows.com

E-MAIL: expos@uniglobetradeshows.com

NAME: International Construction & Utility Equipment Exposition

FREQUENCY: Biannual - September (Trade)

ADDRESS: 10 South Riverside Plaza; Suite 1220
Chicago, Illinois 60606-3710

CONTACT: Equipment Manufacturers' Institute

PHONE: (312) 321-1470 **FAX:** (312) 321-1480

PRODUCTS: Construction/Utility equipment products & services.

WEB SITE: www.icuee.com

TRADE SHOWS

NAME:	Heavy Construction Show		
FREQUENCY:	Annual - June (Trade)		
ADDRESS:	JGS Events Inc. 203 - 2323 Boundary Road Vancouver, British Columbia V5M 4V8		
CONTACT:	Jim Shepard, Show Manager		
PHONE:	(604) 291-1553	**FAX:**	(604) 298-3966
PRODUCTS:	Heavy equipment & products for the construction, public works, aggregates and road building industries.		
E-MAIL:	jshepard@direct.ca		

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Construction Association

ADDRESS: Construction House
1939 Elphinstone Street
Regina, Saskatchewan S4T 3N3

PHONE: (306) 525-0171 **FAX:** (306) 347-8595

WEB SITE: www.scaonline.ca

E-MAIL: manleym@scaonline.ca

NAME: Saskatchewan Construction Association Inc.
- Integrated Member Associations
- Moose Jaw Construction Association
- Prince Albert Construction Association
- Regina Construction Association Inc.
- Road Builders and Heavy Construction Assoc. of Saskatchewan
- Saskatoon Construction Association Inc.
- Swift Current Construction Association

COMMENTS: Information on the above can be found in Saskatchewan Construction Association Membership Roster and Buyers' Guide available through the Association.

NAME: Saskatchewan Construction Association Inc.
- Associate Member Associations
- Electrical Contractors Association of Saskatchewan
- General Contractors Association of Saskatchewan
- Lloydminster Construction Association
- Mechanical Contractors Association of Saskatchewan
- Merit Contractors Association Inc.
- Saskatchewan Construction Labour Relations Council Inc.
- Saskatchewan Drywall and Acoustical Association Inc.
- Saskatchewan Insulation Contractors Association
- Saskatchewan Masonry Institute Incorporated

COMMENTS: Information on the above can be found in Saskatchewan Construction Association Membership Roster and Buyers' Guide available through the Association.

TRADE ASSOCIATIONS

NAME: Saskatchewan Home Builders Association Inc.

ADDRESS: 100 - 1801 MacKay Street
Regina, Saskatchewan S4N 6E7

PHONE: (306) 569-2424 **FAX:** (306) 569-9144

WEB SITE: http://www.saskhomebuilders.ca/index.php

E-MAIL: kmckinlay@shba.ca

NAME: Canadian Construction Women

ADDRESS: c/o Amalgamated Construction Association
2675 Oak Street
Vancouver, British Columbia V6H 2K3

PHONE: (604) 682-0033

WEB SITE: http://www.constructionwomen.org/

Source: Directory of Associations in Canada, 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Canadian Building Digest

FREQUENCY: Bi-annual

ADDRESS: National Research Council of Canada
C/o: Institute for Research in Construction
Ottawa, Ontario K1A 0R6

PHONE: (613) 993-2607 **FAX:** (613) 952-7673

NAME: Canadian Construction Record

FREQUENCY: Monthly

ADDRESS: Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2000
Or 1-800-668-2374 **FAX:** (416) 442-2214

E-MAIL: ohscanada@corporatesoutham.ca

NAME: Canadian Heavy Equipment Guide

FREQUENCY: Ten times per year

ADDRESS: Baum Publications Ltd
201-2323 Boundary Road
Vancouver, British Columbia V5M 4V8

PHONE: (604) 291-9900 **FAX:** (604) 291-1906

WEB SITE: www.baumpub.com

E-MAIL: lchewitt@baumpub.com

TRADE JOURNALS

NAME: Heavy Construction News

FREQUENCY: Monthly

ADDRESS:
Rogers Media Publishing
777 Bay St, 7th Floor
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5000
Or 1-800-265-3561

FAX: (416) 596-5158

WEB SITE: www.hcnmag.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	25	25	-	25	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	58.9(A)	-	-	-	-	-	-	100.0
Purchases and material	54.6(A)	-	-	-	-	-	-	100.0
Closing inventory	14.6(A)	-	-	-	-	-	-	80.0
	10.9(A)	-	-	-	-	-	-	80.0
Wages, salaries, and benefits	21.1(A)	-	-	-	-	-	-	100.0
Direct	6.2(A)	-	-	-	-	-	-	20.0
Indirect	15.0(A)	-	-	-	-	-	-	100.0
Occupancy expenses	7.8(A)	-	-	-	-	-	-	100.0
Depreciation	3.6(A)	-	-	-	-	-	-	100.0
Repairs and maintenance	1.6(A)	-	-	-	-	-	-	40.0
Fuel and oil	0.0(A)	-	-	-	-	-	-	0.0
Utilities	2.1(A)	-	-	-	-	-	-	100.0
Rent	0.5(A)	-	-	-	-	-	-	80.0
Financial expenses	3.2(A)	-	-	-	-	-	-	100.0
Interest and bank charges	2.3(A)	-	-	-	-	-	-	100.0
Professional fees	1.0(A)	-	-	-	-	-	-	50.0
General expenses	1.9(A)	-	-	-	-	-	-	100.0
Advertising	0.9(A)	-	-	-	-	-	-	80.0
Delivery expenses	0.0(A)	-	-	-	-	-	-	20.0
Insurance	1.0(A)	-	-	-	-	-	-	100.0
Other expenses	19.8(A)	-	-	-	-	-	-	100.0
Total expenses	104.8(A)	-	-	-	-	-	-	100.0
Net profit/loss	-4.8(A)	-	-	-	-	-	-	100.0
Average number of paid employees	4.4	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-1.1	-	-	-	-	-	-	
Gross margin (percent)	28.0	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1995								
Profitable								
Percent of businesses	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	100							
Gross operating revenue	771.0(A)	-	-	-	-	-	-	
Total expenses	721.9(A)	-	-	-	-	-	-	
Net profit	49.2(B)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	1290							
Revenue Range								
Low Value ($ 000)	30	30	98	30	56	98	262	
High Value ($ 000)	5000	98	5000	56	98	262	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**43.5(A)**	**24.8**	**45.5**	**17.3**	**28.8**	**39.3**	**46.7**	**78.4**
Purchases and material	44.2(A)	24.6	46.3	16.7	28.7	44.0	46.7	78.0
Closing inventory	3.7(A)	1.1	4.0	1.2	1.1	8.7	3.0	19.0
	3.0(B)	1.4	3.2	1.8	1.1	3.9	3.0	18.5
Wages, salaries, and benefits	**21.6(A)**	**12.2**	**22.6**	**10.1**	**13.3**	**21.8**	**22.7**	**77.2**
Direct	8.1(A)	0.8	8.9	0.7	0.9	5.7	9.5	18.2
Indirect	13.5(A)	11.3	13.7	9.4	12.4	16.1	13.2	68.5
Occupancy expenses	**12.5(A)**	**17.6**	**11.9**	**28.1**	**12.0**	**13.4**	**11.6**	**97.5**
Depreciation	3.9(A)	6.7	3.6	9.9	4.9	4.5	3.4	88.4
Repairs and maintenance	2.6(A)	4.6	2.4	8.9	2.4	3.1	2.2	56.0
Fuel and oil	1.9(A)	3.7	1.7	6.5	2.3	0.8	1.9	17.6
Utilities	1.3(A)	1.8	1.3	2.2	1.5	1.6	1.2	65.3
Rent	2.8(A)	0.8	3.0	0.5	0.9	3.5	2.9	41.5
Financial expenses	**2.3(A)**	**3.7**	**2.2**	**3.5**	**3.8**	**2.0**	**2.2**	**94.6**
Interest and bank charges	1.7(A)	2.2	1.6	1.5	2.6	1.4	1.7	81.4
Professional fees	0.7(A)	1.5	0.6	1.9	1.3	0.6	0.5	81.5
General expenses	**2.4(A)**	**2.6**	**2.4**	**2.8**	**2.4**	**3.7**	**2.2**	**84.5**
Advertising	0.5(A)	0.4	0.5	0.4	0.4	0.9	0.4	72.4
Delivery expenses	1.2(A)	1.0	1.2	0.7	1.2	1.9	1.0	24.4
Insurance	0.8(A)	1.2	0.7	1.7	0.8	0.9	0.7	49.7
Other expenses	**10.4(A)**	**13.5**	**10.1**	**13.1**	**13.7**	**12.7**	**9.6**	**99.3**
Total expenses	**92.8(A)**	**74.3**	**94.7**	**74.8**	**74.0**	**92.9**	**95.0**	**100.0**
Net profit/loss	**7.2(A)**	**25.7**	**5.3**	**25.2**	**26.0**	**7.1**	**5.0**	**100.0**
Average number of paid employees	2.1	0.2	3.9	0.1	0.3	1.3	6.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	5.3	12.6	4.3	17.5	11.0	6.3	3.9	
Gross margin (percent)	34.9	63.0	31.9	72.6	57.9	38.9	30.6	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	82							
Gross operating revenue	302.1(A)	60.5	568.2	42.8	76.5	176.9	1016.0	
Total expenses	268.2(A)	42.3	517.0	29.7	53.8	148.2	939.3	
Net profit	33.9(A)	18.1	51.2	13.1	22.7	28.8	76.8	
Non-Profitable								
Gross operating revenue	355.5(A)	50.8	549.8	33.6	82.9	216.4	753.5	
Total expenses	384.6(A)	53.8	595.6	35.7	87.6	282.5	786.9	
Net loss	-29.1(A)	-3.0	-45.8	-2.0	-4.8	-66.1	-33.4	
1995								
Profitable								
Percent of businesses	77							
Gross operating revenue	190.8(A)	44.6	357.4	31.9	59.5	121.9	579.1	
Total expenses	168.3(A)	29.8	326.1	18.9	42.4	101.3	537.8	
Net profit	22.5(A)	14.8	31.3	13.0	17.0	20.6	41.3	
Non-Profitable								
Gross operating revenue	191.7(A)	56.8	277.4	34.7	67.2	124.3	456.5	
Total expenses	207.6(A)	69.9	295.0	40.0	84.1	137.5	479.4	
Net loss	-15.9(A)	-13.2	-17.7	-5.3	-16.9	-13.2	-22.9	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC F4010 - Residential Building and Development

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	250							
Revenue Range								
Low Value ($ 000)	30	30	102	30	55	102	288	
High Value ($ 000)	5000	102	5000	55	102	288	5000	

SELECTED EXPENSE ITEMS (percent of gross operating revenue)

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**63.2(A)**	**32.5**	**66.0**	**30.8**	**33.3**	**42.8**	**70.5**	**89.6**
Purchases and material	64.5(A)	30.8	67.6	27.8	32.3	45.9	71.7	88.8
Closing inventory	5.7(A)	0.8	6.1	1.5	0.4	4.7	6.4	18.1
	4.4(A)	2.4	4.6	4.5	1.4	1.5	5.1	16.9
Wages, salaries, and benefits	**15.1(A)**	**10.6**	**15.5**	**6.6**	**12.6**	**20.3**	**14.6**	**73.9**
Direct	5.6(B)	1.9	5.9	0.5	2.6	7.2	5.7	18.5
Indirect	9.5(A)	8.7	9.6	6.1	10.0	13.1	8.9	64.7
Occupancy expenses	**4.8(A)**	**11.4**	**4.2**	**13.1**	**10.5**	**6.7**	**3.7**	**94.0**
Depreciation	2.8(A)	5.5	2.5	6.3	5.1	3.7	2.3	83.5
Repairs and maintenance	0.5(B)	1.3	0.4	1.0	1.4	1.2	0.2	49.8
Fuel and oil	0.3(B)	1.7	0.1	2.5	1.3	0.5	0.1	12.0
Utilities	0.8(A)	1.5	0.8	2.0	1.2	0.9	0.7	63.5
Rent	0.5(B)	1.5	0.4	1.3	1.6	0.4	0.4	38.2
Financial expenses	**1.9(B)**	**2.3**	**1.9**	**2.3**	**2.2**	**2.2**	**1.8**	**90.0**
Interest and bank charges	1.4(B)	1.4	1.4	1.3	1.4	1.5	1.3	72.7
Professional fees	0.5(A)	0.9	0.5	1.1	0.8	0.6	0.5	74.7
General expenses	**1.5(A)**	**1.8**	**1.5**	**1.8**	**1.8**	**1.4**	**1.5**	**77.5**
Advertising	0.3(A)	0.4	0.3	0.4	0.4	0.3	0.3	66.3
Delivery expenses	0.7(B)	0.5	0.7	0.4	0.5	0.7	0.7	24.5
Insurance	0.5(A)	0.9	0.5	1.1	0.9	0.3	0.5	47.0
Other expenses	**6.0(A)**	**14.1**	**5.2**	**17.3**	**12.4**	**11.7**	**4.0**	**98.0**
Total expenses	**92.5(A)**	**72.5**	**94.3**	**71.8**	**72.9**	**85.1**	**96.1**	**100.0**
Net profit/loss	**7.5(A)**	**27.5**	**5.7**	**28.2**	**27.1**	**14.9**	**3.9**	**100.0**
Average number of paid employees	1.7	0.2	3.2	0.1	0.3	1.4	4.9	

FINANCIAL RATIOS

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)
Interest coverage ratio (times)	6.5	20.9	5.1	23.5	19.8	10.7	3.9
Gross margin (percent)	21.7	57.0	18.5	62.7	54.1	36.9	15.0

PROFITABLE vs NON-PROFITABLE BUSINESSES (thousands of dollars)

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)
1997							
Profitable							
Percent of businesses	83						
Gross operating revenue	296.9(A)	55.8	584.0	38.4	74.9	193.5	1171.8
Total expenses	264.1(B)	38.0	533.4	26.3	50.9	160.4	1094.8
Net profit	32.8(A)	17.8	50.6	12.1	24.0	33.1	77.0
Non-Profitable							
Gross operating revenue	538.8(A)	66.2	735.0	-	-	244.1	850.7
Total expenses	548.3(A)	69.7	746.9	-	-	247.7	864.6
Net loss	-9.5(B)	-3.5	-12.0	-	-	-3.6	-14.0
1995							
Profitable							
Percent of businesses	74						
Gross operating revenue	270.5(B)	48.6	475.9	32.7	71.8	160.0	733.8
Total expenses	252.4(B)	33.8	454.8	21.9	51.2	146.8	706.1
Net profit	18.1(A)	14.8	21.1	10.8	20.6	13.2	27.6
Non-Profitable							
Gross operating revenue	187.7(B)	62.0	345.2	37.2	71.0	131.1	783.5
Total expenses	211.1(B)	90.3	362.3	40.4	108.6	145.5	806.4
Net loss	-23.4(A)	-28.4	-17.1	-3.2	-37.5	-14.3	-22.9

SIC F4011 - Single Family Housing

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	120							
Revenue Range								
Low Value ($ 000)	30	30	117	30	48	117	288	
High Value ($ 000)	5000	117	5000	48	117	288	5000	

SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**63.5(A)**	**26.7**	**66.1**	**20.7**	**29.3**	**41.6**	**70.5**	**91.7**
Purchases and material	65.5(A)	25.2	68.4	20.6	27.3	45.1	72.5	90.1
Closing inventory	7.3(A)	0.2	7.8	0.2	0.1	5.5	8.2	24.0
	5.2(A)	1.6	5.5	0.4	2.1	2.0	6.1	22.3
Wages, salaries, and benefits	**14.6(A)**	**13.6**	**14.7**	**2.9**	**18.4**	**23.6**	**13.1**	**77.7**
Direct	4.4(B)	0.7	4.7	0.5	0.8	11.2	3.5	22.3
Indirect	10.2(B)	12.9	10.0	2.4	17.6	12.4	9.6	66.9
Occupancy expenses	**5.1(A)**	**10.8**	**4.6**	**17.3**	**7.9**	**7.4**	**4.2**	**93.4**
Depreciation	3.0(A)	5.5	2.9	9.2	3.9	4.0	2.6	86.8
Repairs and maintenance	0.5(B)	1.5	0.5	1.5	1.5	1.4	0.3	55.4
Fuel and oil	0.3(B)	1.8	0.1	3.5	1.0	0.7	0.0	13.2
Utilities	0.7(A)	1.3	0.7	1.2	1.3	0.9	0.7	70.2
Rent	0.5(B)	0.8	0.5	1.9	0.2	0.3	0.5	39.7
Financial expenses	**2.4(B)**	**2.2**	**2.4**	**1.9**	**2.3**	**2.4**	**2.4**	**93.4**
Interest and bank charges	1.8(B)	1.3	1.8	0.9	1.5	1.7	1.8	76.0
Professional fees	0.6(B)	0.9	0.6	1.1	0.8	0.7	0.5	81.0
General expenses	**1.2(A)**	**2.9**	**1.1**	**1.5**	**3.5**	**1.7**	**0.9**	**80.2**
Advertising	0.3(A)	0.5	0.3	0.2	0.6	0.4	0.3	71.1
Delivery expenses	0.5(B)	0.9	0.4	0.1	1.3	1.1	0.3	33.9
Insurance	0.4(A)	1.5	0.3	1.3	1.6	0.3	0.3	54.5
Other expenses	**5.0(A)**	**14.1**	**4.3**	**16.9**	**12.9**	**10.1**	**3.3**	**97.5**
Total expenses	**91.6(A)**	**70.2**	**93.2**	**61.3**	**74.2**	**86.7**	**94.3**	**100.0**
Net profit/loss	**8.4(A)**	**29.8**	**6.8**	**38.7**	**25.8**	**13.3**	**5.7**	**100.0**
Average number of paid employees	2.0	0.3	3.7	0.0	0.5	1.9	5.4	

FINANCIAL RATIOS							
Interest coverage ratio (times)	5.7	24.2	4.8	46.6	18.4	9.0	4.1
Gross margin (percent)	21.9	59.8	19.2	76.4	52.3	34.8	16.4

PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**			
1997							
Profitable							
Percent of businesses	94						
Gross operating revenue	391.9(B)	55.9	764.9	34.9	77.1	231.8	1242.7
Total expenses	354.2(B)	39.0	704.1	21.4	56.8	194.1	1161.2
Net profit	37.7(A)	16.9	60.8	13.5	20.4	37.6	81.5
Non-Profitable							
Gross operating revenue	928.1(B)	-	-	-	-	-	-
Total expenses	933.5(B)	-	-	-	-	-	-
Net loss	-5.4(B)	-	-	-	-	-	-
1995							
Profitable							
Percent of businesses	67						
Gross operating revenue	424.8(B)	55.9	643.5	42.2	99.9	237.4	1127.9
Total expenses	403.4(B)	40.9	618.3	28.7	80.0	223.4	1089.4
Net profit	21.4(A)	15.0	25.2	13.5	19.8	14.1	38.5
Non-Profitable							
Gross operating revenue	223.0(B)	86.3	659.0	56.3	95.6	-	-
Total expenses	252.5(B)	117.7	682.5	88.4	126.8	-	-
Net loss	-29.5(A)	-31.4	-23.5	-32.0	-31.2	-	-

STATISTICS CANADA
1997 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC F4022 - Commercial Building

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range:								
Low Value ($ 000)	30	30	572	30	-	572	-	
High Value ($ 000)	5000	572	5000	-	572	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**47.6(A)**	**26.3**	**58.8**	-	-	-	-	**81.3**
Purchases and material	47.6(A)	26.3	58.8	-	-	-	-	81.3
Closing inventory	0.2(B)	0.2	0.3	-	-	-	-	31.3
	0.2(B)	0.2	0.2	-	-	-	-	31.3
Wages, salaries, and benefits	**13.7(A)**	**8.3**	**16.5**	-	-	-	-	**93.8**
Direct	9.4(B)	0.0	14.3	-	-	-	-	37.5
Indirect	4.3(B)	8.3	2.2	-	-	-	-	87.5
Occupancy expenses	**19.7(B)**	**21.1**	**18.9**	-	-	-	-	**100.0**
Depreciation	4.5(B)	9.1	2.1	-	-	-	-	87.5
Repairs and maintenance	0.7(B)	1.5	0.2	-	-	-	-	62.5
Fuel and oil	0.0(B)	0.1	0.0	-	-	-	-	25.0
Utilities	4.9(B)	10.4	2.0	-	-	-	-	93.8
Rent	9.6(B)	0.1	14.6	-	-	-	-	56.3
Financial expenses	**7.6(B)**	**16.0**	**3.1**	-	-	-	-	**100.0**
Interest and bank charges	7.1(B)	15.2	2.8	-	-	-	-	93.8
Professional fees	0.5(B)	0.9	0.4	-	-	-	-	87.5
General expenses	**2.6(A)**	**2.6**	**2.7**	-	-	-	-	**93.8**
Advertising	0.4(A)	0.4	0.3	-	-	-	-	75.0
Delivery expenses	1.6(A)	1.3	1.8	-	-	-	-	43.8
Insurance	0.6(B)	0.9	0.5	-	-	-	-	81.3
Other expenses	**7.5(B)**	**14.1**	**4.1**	-	-	-	-	**100.0**
Total expenses	**98.7(A)**	**88.4**	**104.1**	-	-	-	-	**100.0**
Net profit/loss	**-(F)**	-	-	-	-	-	-	**100.0**
Average number of paid employees	4.0	1.7	6.3	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	38.7	65.4	24.7	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	62							
Gross operating revenue	655.5(A)	516.2	1150.1	-	-	-	-	
Total expenses	594.0(A)	455.6	1085.5	-	-	-	-	
Net profit	61.5(A)	60.6	64.6	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	23							
Gross operating revenue	588.3(B)	-	-	-	-	-	-	
Total expenses	559.6(B)	-	-	-	-	-	-	
Net profit	28.7(B)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	245.8(C)	-	-	-	-	-	-	
Total expenses	255.9(C)	-	-	-	-	-	-	
Net loss	-10.1(B)	-	-	-	-	-	-	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC E4110 - Industrial Construction (Other Than Buildings)

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	458	30	80	458	-	
High Value ($ 000)	5000	458	5000	80	458	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**28.2(A)**	**9.7**	**28.8**	**8.0**	**10.6**	-	-	**79.2**
Purchases and material	28.3(A)	9.6	28.8	7.9	10.5	-	-	79.2
Closing inventory	0.1(B)	0.2	0.1	0.1	0.2	-	-	25.0
	0.0(C)	0.3	0.0	0.3	0.3	-	-	16.7
Wages, salaries, and benefits	**36.0(A)**	**28.2**	**36.2**	**20.5**	**32.1**	-	-	**91.7**
Direct	24.4(A)	1.7	25.1	3.0	1.0	-	-	29.2
Indirect	11.6(B)	26.5	11.1	17.5	31.1	-	-	75.0
Occupancy expenses	**20.8(A)**	**26.2**	**20.7**	**18.6**	**30.0**	-	-	**100.0**
Depreciation	2.5(B)	10.6	2.2	8.8	11.6	-	-	95.8
Repairs and maintenance	4.3(A)	7.0	4.2	3.8	8.7	-	-	70.8
Fuel and oil	2.3(A)	5.7	2.1	3.1	7.1	-	-	41.7
Utilities	0.4(B)	2.6	0.3	2.8	2.5	-	-	95.8
Rent	11.4(A)	0.2	11.7	0.1	0.2	-	-	54.2
Financial expenses	**0.9(A)**	**4.2**	**0.8**	**4.3**	**4.2**	-	-	**100.0**
Interest and bank charges	0.5(B)	3.5	0.5	3.7	3.4	-	-	100.0
Professional fees	0.3(A)	0.7	0.3	0.6	0.8	-	-	75.0
General expenses	**1.6(B)**	**2.0**	**1.6**	**1.5**	**2.2**	-	-	**100.0**
Advertising	0.4(A)	0.3	0.4	0.3	0.3	-	-	83.3
Delivery expenses	0.8(B)	0.0	0.8	0.0	0.0	-	-	29.2
Insurance	0.4(B)	1.7	0.4	1.2	1.9	-	-	75.0
Other expenses	**7.0(A)**	**16.1**	**6.8**	**22.7**	**12.7**	-	-	**100.0**
Total expenses	**94.5(A)**	**86.3**	**94.8**	**75.7**	**91.8**	-	-	**100.0**
Net profit/loss	**5.5(A)**	**13.7**	**5.2**	**24.3**	**8.2**	-	-	**100.0**
Average number of paid employees	13.3	0.8	25.7	0.4	1.2	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	11.0	4.9	12.5	7.5	3.4	-	-	
Gross margin (percent)	35.8	62.1	35.0	71.5	57.4	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	75							
Gross operating revenue	2280.3(B)	111.8	3538.8	70.1	215.6	-	-	
Total expenses	2148.9(B)	79.1	3350.1	45.6	162.6	-	-	
Net profit	131.4(A)	32.7	188.7	24.5	52.9	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	97							
Gross operating revenue	249.8(B)	70.3	439.0	-	-	110.9	785.8	
Total expenses	218.1(B)	58.3	386.5	-	-	88.6	701.3	
Net profit	31.7(B)	12.0	52.5	-	-	22.3	84.4	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Federated Co-operatives Limited

ADDRESS: 444 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 721-7070

PRODUCTS: Dairy, meat, produce and hardware distributor

WEB SITE: http://www.fcl.ca/

NAME: Coca-Cola Bottling Company

ADDRESS: 355 Henderson Drive
Regina, Saskatchewan S4N 6B9

PHONE: (306) 721-0500 **FAX:** (306) 721-5133
Or 1-800-268-2272

PRODUCTS: Carbonated beverage bottler & distributor

NAME: Hostess Frito-Lay Company

ADDRESS: 1415A Pettigrew Avenue
Regina, Saskatchewan S4N 5W1

PHONE: (306) 721-6600 **FAX:** (306) 721-7505

PRODUCTS: Assorted snack foods: potato chips, etc.

NAME: Pepsi Bottling Group (The)

ADDRESS: 2100 - 1st Avenue
Regina, Saskatchewan S4R 8G6

PHONE: (306) 525-2713 **FAX:** (306) 525-9499

PRODUCTS: Carbonated beverage, water, juice bottler & distributor.

PRODUCT SOURCES

NAME: Seeds Plus Inc. (Distributor for Spitz)

ADDRESS: 40 Sandison Crescent
Regina, Saskatchewan S4R 6R9

PHONE: (306) 545-3583 (306) 565-3148

PRODUCTS: Spitz sunflower seeds, Trebor/Allan candy, meat snacks, fireworks, etc.

NAME: Hi-Country Canada

ADDRESS: 1015 Park Street
Regina, Saskatchewan S4N 5H4

PHONE: (306) 525-0826 **FAX:** (306) 522-9982

PRODUCTS: Dried meat products (beef jerky)

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721 - 4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934 - 4440

PRODUCTS: Shelving, layout design & racking

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Manufacturers and distributors of fixtures.

WEB SITE: www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Alsort Store Fixtures and Interiors

ADDRESS: 2101 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Store planning & consulting, installation and relocation. New and used shelving and refrigeration units.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Grocery Showcase West 2002

FREQUENCY: Annual - April (Trade) in Vancouver

ADDRESS:
Canadian Federation of Independent Grocers
902 - 2235 Sheppard Avenue E.
Willowdale, Ontario M2J 5B5

PHONE: (416) 492-2325 ext. 224 **FAX:** (416) 492-2347

PRODUCTS: Food and grocery store equipment and related industry services

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NAME: Grocery Innovations Canada 2002

FREQUENCY: Annual - October (Trade) in Toronto

ADDRESS:
Canadian Federation of Independent Grocers
902 - 2235 Sheppard Avenue E.
Willowdale, Ontario M3B 1Z3

PHONE: (416) 492-2325 ext. 224 **FAX:** (416) 492-2347

PRODUCTS: Food and grocery store equipment and related industry services.

WEB SITE: http://www.cfig.ca

EMAIL: info@cfig.ca

NAME: The Canadian Food and Beverage Show

FREQUENCY: Annual - February (Trade) in Mississauga

ADDRESS:
Canadian Restaurant & Food Services Association
316 Bloor Street West
Toronto, Ontario M5S 1W5

PHONE: (416) 923-8416
Or 1-800-387-5649 **FAX:** (416) 923-1450

PRODUCTS: Variety of food & beverage products for the hospitality industry

WEB SITE: http://www.netcom.ca

EMAIL: ecabural@crfa.ca

Source: Shows & Exhibitions 2002, Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Canadian Council of Grocery Distributors (CCGD)

ADDRESS: 300 Leo-Parisseau, Suite 100
Montreal, Quebec H2W 2P4

CONTACT: Nick Jennery, President, CEO

PHONE: (514) 982-0272 (French) **FAX:** (514) 982-0659
(514) 982-0267 (English)

Or

NAME: Western Regional Office

ADDRESS: #102 6940 Fisher Road SE
Calgary, Alberta T2H 0W3

CONTACT: Bryan D. Walton

PHONE: (403) 250-6608 **FAX:** (403) 250-7022

WEB SITE: www.ccgd.ca

NAME: Canadian Federation of Independent Grocers (CFIG)

ADDRESS: 2235 Sheppard Avenue E., Suite 902
Willowdale, Ontario M3B 1Z3

PHONE: (416) 492-2311 **FAX:** (416) 492-2347
Or 1-800-661-2344

WEB SITE: www.cfig.ca

E-MAIL: info@cfig.ca

NAME: National Convenience Stores Distributors Association

ADDRESS: 3090 boul du Carrefour bureau 504
Ville de Laval, PQ H7T 2J7

CONTACT: Luc Dumulong, President

PHONE: (514) 682-6556

WEB SITE: www.nacda.ca

E-MAIL nacda@nacda.ca

TRADE ASSOCIATIONS

NAME:	Saskatchewan Food Brokers Association		
ADDRESS:	236 - 2002 Quebec Avenue Saskatoon, Saskatchewan	S7K 1W4	
CONTACT:	Bob Aebig, President		
PHONE:	(306) 652-9212	**FAX:**	(306) 244-1984

NAME:	Saskatchewan Food Processors Association		
ADDRESS:	107 - 105 North Road Saskatoon, Saskatchewan	S7N 4L5	
PHONE:	(306) 683-2410	**FAX:**	(306) 683-2420
WEB SITE:	www.sfpa.sk.ca		
E-MAIL:	lashyn@sfpa.sk.ca		

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Today Magazine

FREQUENCY: Ten times per year

ADDRESS: Canada Wide Magazines & Communications Limited
4180 Lougheed Highway, 4th Floor
Burnaby, British Columbia V5C 6A7

PHONE: (604) 299-7311 **FAX:** (604) 299-9188

WEB SITE: www.canadawide.com

E-MAIL: circulation@canadawide.com

NAME: Canadian Grocer

FREQUENCY: Monthly

CONTACT: Julia Drake, Editor

ADDRESS: Rogers Media Publishing
777 Bay Street
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5772
Or 1-800-265-3561
FAX: (416) 593-3162

WEB SITE: www.cdngrocer.com

NAME: Convenience Store News

FREQUENCY: Sixteen issues per year

ADDRESS: Mcfadden Trade Publishing
355 Park Ave S
New York, New York 10010

PHONE: (917) 256-2491 **FAX:** (212) 592-6616

TRADE JOURNALS

NAME: Western Grocer

FREQUENCY: Bi-monthly

ADDRESS: Mercury Publications Ltd.
1839 Inkster Blvd.
Winnipeg, Manitoba R2X 1R3

PHONE: (204) 697-0835 **FAX:** (204) 633-7784

WEB SITE: www.mercury.mb.ca

E-MAIL: mp@mercury.mb.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER SOURCES OF INFORMATION

NAME:	Starting a Convenience Store (online Info Guide)
CONTACT:	Canada - Saskatchewan Business Service Centre
WEB SITE:	http://bsa.cbsc.org/scdt/startup/interface2.nsf/engdoc/14.12.html

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FIXTURE & EQUIPMENT SUPPLIERS

NAME: Westland Rec-Creation Concepts Inc.

ADDRESS: P.O. Box 808
Watson, Saskatchewan SOK 4V0

PHONE: (306) 287-4085 **FAX:** (306) 287-3628

PRODUCTS: Playground equipment (industrial).

WEB SITE: http://collections.ic.gc.ca/machiner/westlan.htm

NAME: Learning Works

ADDRESS: 1400 St John Street
Regina, Saskatchewan S4R 1S4

PHONE: (306) 757-1395 **FAX:** (306) 352-8128

PRODUCTS: Toys, games, books, puzzles, cassettes, puppets, rhythm instruments, and creative play equipment.

NAME: Play & Learn Parent / Teacher Store

ADDRESS: 148 - 2nd Avenue North
Saskatoon, Saskatchewan S7K 2B2

PHONE: (306) 664-2572

PRODUCTS: Educational toys, books, games, and learning materials

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NAME: Knowledge Professionals

ADDRESS: 423 Alberta Avenue
Kerrobert, Saskatchewan SOL 1R0

PHONE: (306) 834-5599

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, design, layouts & racking.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 707B, McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layouts, design, installation, metal shelving & racking, etc.

TRADE SHOWS

NAME: Annual Baby Expo

FREQUENCY: Annual - February (Consumer)

ADDRESS:
WDYS Inc.
1423 Nash Road
Couritce, Ontario L1E 2J9

CONTACT: Tracy Soyka, Show Manager

PHONE: (905) 436-0375 **FAX:** (905) 436-0892

PRODUCTS: Child and family resources, nutrition, developmental information, products and services for parents/caregivers & babies.

E-MAIL: soyka@idirect.com

NAME: Moms & Tots Fair

FREQUENCY: Annual - Calgary & Edmonton (Consumer)

ADDRESS:
PO Box 41
240 - 70 Shawville SW
Calgary, Alberta T2Y 2Z0

CONTACT: Vance Markle, Show Manager

PHONE: (403) 201-1771 **FAX:** (403) 254-5716

PRODUCTS: Products, services and educational information for parents or caregivers of children from ages 0-5.

E-MAIL: momandtotsfair@home.com

TRADE SHOWS

NAME:	Capital Parents and Kids Show		
FREQUENCY:	Annual - April (Consumer) in Nepean		
ADDRESS:	Anderson Publishing Inc. 102 Boyce Ave. Ottawa, Ontario	K2B 6J2	
PHONE:	(613) 721-0811	**FAX:**	(613) 721-0944
PRODUCTS:	Clothing, food and nutrition, sports and recreation, education, toys, computers and hobbies.		
E-MAIL:	chantale@anderpub.com		

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Saskatchewan Child Care Association (SCCA)

ADDRESS: 510 Cynthia Street
Saskatoon, Saskatchewan S7L 7K7

CONTACT: Susan Delanoy, Executive Director

PHONE: (306) 664-4408
Or 1-888-658-4408
FAX: (306) 975-0875

WEB SITE: www3.sk.sympatico.ca/saskcare

E-MAIL: saskcare@sk.sympatico.ca

NAME: Canadian Toy Testing Council

ADDRESS: 22 Antares Drive, Suite 102
Nepean, Ontario K2E 7Z6

PHONE: (613) 228-3155
FAX: (613) 7228-3242

WEB SITE: www.toy-testing.org

E-MAIL: cttc@cyberus.ca

NAME: Manitoba Child Care Association

ADDRESS: 364 McGregor Street
Winnipeg, Manitoba R2W 4X3

PHONE: (204) 586-8587
Or 1-888-323-4647
FAX: (204) 589-5613

WEB SITE: www.mccahouse.org

E-MAIL: frontdesk@mccahouse.org

Source: Directory of Associations in Canada 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Childhood Education

FREQUENCY: Annual

ADDRESS:
Association for Childhood Education International
17904 Georgia Avenue, Suite 215
Olney, Maryland 20832 USA

PHONE: (301) 570-2111 **FAX:** (306) 570-2212

WEB SITE: http://www.udel.edu/bateman/acei/

E-MAIL: aceihq@aol.com

NAME: Classmate

FREQUENCY: Quarterly

ADDRESS:
Manitoba Teachers' Society
McMaster House 191 Harcourt Street
Winnipeg, Manitoba R3J 3H2

PHONE: (204) 888-7961 **FAX:** (204) 831-0877

WEB SITE: www.mbtech.org

NAME: The Education Digest

ADDRESS:
3970 Varsity Dr.
PO Box 8623
Ann Arbor, Michigan 48107-8623

PHONE: (734) 975-2800 **FAX:** (734) 975-2787

WEB SITE: www.eddigest.com

NAME: Early Childhood Education Journal

ADDRESS:
Alberta Teachers Association
11010, 142nd Street NW
Edmonton, Alberta T5N 2R1

PHONE: (780) 447-9400 **FAX:** (780) 455-6481

WEB SITE: www.teachers.ab.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 8641 Child Day Care and Nursery School Services

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	33	30	-	33	45	
High Value ($ 000)	5000	33	5000	-	33	45	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	100.0(A)	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	14.5(B)	**27.3**	**9.1**	-	-	**16.3**	**6.6**	**63.0**
Purchases and materials	14.5(B)	27.3	9.1	-	-	16.3	6.6	63.0
Closing inventory	0.3(B)	0.0	0.5	-	-	0.0	0.7	3.7
	0.4(B)	0.0	0.5	-	-	0.0	0.7	3.7
Wages, salaries, and benefits	27.7(B)	**3.2**	**38.0**	-	-	**8.2**	**48.1**	**81.5**
Direct	1.7(B)	2.3	1.4	-	-	1.1	1.5	25.9
Indirect	26.0(B)	0.9	36.6	-	-	7.2	46.6	70.4
Occupancy expenses	12.1(A)	**20.5**	**8.5**	-	-	**8.9**	**8.3**	**92.6**
Depreciation	3.0(A)	5.4	2.0	-	-	2.6	1.8	66.7
Repairs and maintenance	3.4(B)	7.0	1.9	-	-	2.1	1.8	74.1
Fuel and oil	0.8(B)	0.9	0.7	-	-	1.0	0.6	18.5
Utilities	4.1(A)	7.1	2.8	-	-	2.4	2.9	70.4
Rent	0.8(B)	0.1	1.1	-	-	0.9	1.2	25.9
Financial expenses	2.1(B)	**2.8**	**1.8**	-	-	**1.9**	**1.8**	**88.9**
Interest and bank charges	1.7(B)	2.7	1.3	-	-	1.6	1.1	66.7
Professional fees	0.4(B)	0.1	0.6	-	-	0.2	0.7	63.0
General expenses	1.8(A)	**2.3**	**1.6**	-	-	**1.3**	**1.7**	**96.3**
Advertising	1.0(B)	1.6	0.8	-	-	0.3	0.9	81.5
Delivery expenses	0.2(C)	0.1	0.2	-	-	0.0	0.2	14.8
Insurance	0.6(A)	0.5	0.6	-	-	1.0	0.5	66.7
Other expenses	21.5(B)	**21.4**	**21.5**	-	-	**14.2**	**24.0**	**100.0**
Total expenses	79.6(A)	**77.5**	**80.5**	-	-	**50.9**	**90.6**	**100.0**
Net profit/loss	20.4(B)	**22.5**	**19.5**	-	-	**49.1**	**9.4**	**100.0**
Average number of paid employees	0.9	0.1	1.7	-	-	0.2	3.1	
FINANCIAL RATIOS								
Interest coverage ratio (times)	13.1	9.4	16.5	-	-	31.0	9.4	
Gross margin (percent)	57.8	69.5	52.9	-	-	75.5	45.2	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	92							
Gross operating revenue	50.8(B)	32.7	72.5	-	-	39.3	121.8	
Total expenses	36.7(B)	25.3	50.4	-	-	20.0	95.5	
Net profit	14.1(A)	7.4	22.1	-	-	19.3	26.3	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	90							
Gross operating revenue	33.2(A)	28.3	38.2	26.4	30.1	-	-	
Total expenses	21.8(A)	16.7	27.0	14.9	18.6	-	-	
Net profit	11.3(A)	11.5	11.1	11.5	11.6	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Vita Pharm Canada Limited

ADDRESS: 2835 Kew Drive
Windsor, Ontario N8T 3B7

PHONE: (519) 944-7007 **FAX:** (519) 944-7796

PRODUCTS: Custom manufacturers and packagers of natural health products, pharmaceuticals, capsules, tablets, powders, and liquids.

NAME: Medis Health and Pharmaceutical Services

ADDRESS: 1120 Pettigrew Avenue E.
Regina, Saskatchewan S4N 6P4

PHONE: (306) 721-7989

PRODUCTS: Associated Retail Pharmacy (ARP) - buying group

WEB SITE: www.medis.ca

NAME: McNeil Consumer Products Company

ADDRESS: 890 Woodlawn Road W.
Guelph, Ontario N1K 1A5

PHONE: (519) 836-6500 **FAX:** (519) 826-6200

PRODUCTS: Cosmetics, paper products, pharmaceuticals.

WEB SITE: www.mcneilcanada.com

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue,
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: www.westernretail.com

E-MAIL: kato@westernretail.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Full line of fixtures, gondolas etc. - design and layout. Shelving and racking, etc.

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Contractor

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 2101 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 359-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, & equipment

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Drug Trading/Buying Show West

FREQUENCY: Annual - April (Trade)

ADDRESS:
Drugs Trading West Inc.
11835 149th Street
Edmonton, Alberta T5L 2J1

PHONE: (780) 454-6464
Or 1-888-523-3784
FAX: (780) 454-6246

PRODUCTS: Pharmacy products and contacts.

NAME: Canadian Pharmacists Association Annual Conference & Exhibition

FREQUENCY: Annual - May (Trade) in Winnipeg

ADDRESS:
Canadian Pharmacist Association
1785 Alta Vista Drive
Ottawa, Ontario K1G 3Y6

PHONE: (613) 523-7877
Or 1-800-917-9489
FAX: (613) 523-0445

PRODUCTS: Computer systems & pharmaceutical products and services.

WEB SITE: www.cdnpharm.ca

E-MAIL: meetings@cdnpharm.ca

NAME: Canadian Pharmaceutical Industry Congress (CPIC)

FREQUENCY: Annual - fall [trade] in Toronto

ADDRESS:
Institute for International Research
60 Bloor St W, Suite 1101
Toronto, Ontario M4W 3B8

CONTACT: Anil Dhawan, Show Manager

PHONE: (416) 928-1078
FAX: (416) 928-9613

PRODUCTS: Pharmacy related products & services.

E-MAIL: iir@interlog.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Pharmaceutical Association

ADDRESS: 700 - 4010 Pasqua Street
Regina, Saskatchewan S4S 7B9

CONTACT: R. J. Joubert, Registrar

PHONE: (306) 584-2292 **FAX:** (306) 584-9695

E-MAIL: saskpharm@sk.sympatico.ca

NAME: Canada's Research Based Pharmaceutical Companies

ADDRESS: 55 Metcalfe Street, Suite 1220
Ottawa, Ontario K1P 6L5

PHONE: (613) 236-0455 **FAX:** (613) 236-6756

WEB SITE: http://www.pmac-acim.org

E-MAIL: info@canadapharma.org

NAME: Canadian Society for Pharmaceutical Sciences

ADDRESS: CSPS, Sandra Hutt, Administrator
2121 Dentistry/ Pharmacy Centre
University of Alberta Campus
Edmonton, Alberta T6G 2N8

PHONE: (780) 492-0950 **FAX:** (780) 492-0951

WEB SITE: http://www.ualberta.ca/csps

E-MAIL: Sandra.Hutt@ualberta.ca

Source: Directory of Associations in Canada 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Canadian Pharmaceutical Journal

FREQUENCY: Monthly (December/January and July/August are combined)

ADDRESS:
Canadian Pharmaceutical Association
1382 Hurontario St
Mississauga, Ontario L5G 3H4

PHONE: (416) 962-4861 **FAX:** (613) 523-0445

NAME: Pharmacy Connection

FREQUENCY: Bimonthly

ADDRESS:
Ontario College of Pharmacists
483 Huron St
Toronto, Ontario M5R 2R4

PHONE: (416) 962-4861 **FAX:** (416) 703-3100

WEB SITE: www.ocpharma.com

NAME: Pharmacy Post

FREQUENCY: Monthly

ADDRESS:
Maclean Hunter Healthcare Ltd
777 Bay St, 7th Floor
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5000 **FAX:** (416) 596-3499

E-MAIL: pharmacypost@mhpublishing.com

NAME: International Pharmaceutical Regulatory Monitor

FREQUENCY: Monthly

ADDRESS:
Newsletter Services, Incorporated
9700 Philadelphia Crescent
Lanham, MD 20706-4405

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Retail Trade

FREQUENCY: Monthly

AUTHOR: Statistics Canada 63-005

USE: Total retail sales by province & kind of business for chain and independent stores, seasonally adjusted.

ISSN: 1488-0008 (International Standard Serial Number)

NAME: Retail Chain and Department Stores

FREQUENCY: Annual

MEDIUM: Internet

AUTHOR: Statistics Canada 63-210

USE: Retail sales of chain & department store organizations by kind of business, by province, by selected localities, by number of stores operated & by annual sales volume, statistics on cost of goods sold & gross margins, physical size and sales per square foot.

ISSN: 1488-0903 (International Standard Serial Number)

NAME: International Food and Drug Store Trends

FREQUENCY: Annual

AUTHOR:
Neilson Marketing Research
160 McNabb Street
Markham, Ontario L3R 4B8

PHONE: (905) 475-3344 **FAX:** (905) 475-8357

USE: Provides Canadian data on trends related to the Marketing scene

PRODUCT SOURCES

NAME: Vita Pharm Canada Limited

ADDRESS: 2835 Kew Drive
Windsor, Ontario N8T 3B7

PHONE: (519) 944-7007 **FAX:** (519) 944-7796

PRODUCTS: Custom manufacturers and packagers of natural health products, pharmaceuticals, capsules, tablets, powders, and liquids.

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PHONE: (306) 721-7989

PRODUCTS: Associated Retail Pharmacy (ARP) - buying group

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PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

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PHONE: (306) 934-4440

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PHONE: (306) 359-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, & equipment

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Drug Trading/Buying Show West

FREQUENCY: Annual - April (Trade)

ADDRESS: Drugs Trading West Inc.
11835 149th Street
Edmonton, Alberta T5L 2J1

PHONE: (780) 454-6464
Or 1-888-523-3784
FAX: (780) 454-6246

PRODUCTS: Pharmacy products and contacts.

NAME: Canadian Pharmacists Association Annual Conference & Exhibition

FREQUENCY: Annual - May (Trade) in Winnipeg

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1785 Alta Vista Drive
Ottawa, Ontario K1G 3Y6

PHONE: (613) 523-7877
Or 1-800-917-9489
FAX: (613) 523-0445

PRODUCTS: Computer systems & pharmaceutical products and services.

WEB SITE: www.cdnpharm.ca

E-MAIL: meetings@cdnpharm.ca

NAME: Canadian Pharmaceutical Industry Congress (CPIC)

FREQUENCY: Annual - fall [trade] in Toronto

ADDRESS: Institute for International Research
60 Bloor St W, Suite 1101
Toronto, Ontario M4W 3B8

CONTACT: Anil Dhawan, Show Manager

PHONE: (416) 928-1078
FAX: (416) 928-9613

PRODUCTS: Pharmacy related products & services.

E-MAIL: iir@interlog.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Pharmaceutical Association

ADDRESS: 700 - 4010 Pasqua Street
Regina, Saskatchewan S4S 7B9

CONTACT: R. J. Joubert, Registrar

PHONE: (306) 584-2292 **FAX:** (306) 584-9695

E-MAIL: saskpharm@sk.sympatico.ca

NAME: Canada's Research Based Pharmaceutical Companies

ADDRESS: 55 Metcalfe Street, Suite 1220
Ottawa, Ontario K1P 6L5

PHONE: (613) 236-0455 **FAX:** (613) 236-6756

WEB SITE: http://www.pmac-acim.org

E-MAIL: info@canadapharma.org

NAME: Canadian Society for Pharmaceutical Sciences

ADDRESS: CSPS, Sandra Hutt, Administrator
2121 Dentistry/ Pharmacy Centre
University of Alberta Campus
Edmonton, Alberta T6G 2N8

PHONE: (780) 492-0950 **FAX:** (780) 492-0951

WEB SITE: http://www.ualberta.ca/csps

E-MAIL: Sandra.Hutt@ualberta.ca

Source: Directory of Associations in Canada 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Canadian Pharmaceutical Journal

FREQUENCY: Monthly (December/January and July/August are combined)

ADDRESS:
Canadian Pharmaceutical Association
1382 Hurontario St
Mississauga, Ontario L5G 3H4

PHONE: (416) 962-4861 **FAX:** (613) 523-0445

NAME: Pharmacy Connection

FREQUENCY: Bimonthly

ADDRESS:
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483 Huron St
Toronto, Ontario M5R 2R4

PHONE: (416) 962-4861 **FAX:** (416) 703-3100

WEB SITE: www.ocpharma.com

NAME: Pharmacy Post

FREQUENCY: Monthly

ADDRESS:
Maclean Hunter Healthcare Ltd
777 Bay St, 7th Floor
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5000 **FAX:** (416) 596-3499

E-MAIL: pharmacypost@mhpublishing.com

NAME: International Pharmaceutical Regulatory Monitor

FREQUENCY: Monthly

ADDRESS:
Newsletter Services, Incorporated
9700 Philadelphia Crescent
Lanham, MD 20706-4405

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME:	Retail Trade
FREQUENCY:	Monthly
AUTHOR:	Statistics Canada 63-005
USE:	Total retail sales by province & kind of business for chain and independent stores, seasonally adjusted.
ISSN:	1488-0008 (International Standard Serial Number)

NAME:	Retail Chain and Department Stores
FREQUENCY:	Annual
MEDIUM:	Internet
AUTHOR:	Statistics Canada 63-210
USE:	Retail sales of chain & department store organizations by kind of business, by province, by selected localities, by number of stores operated & by annual sales volume, statistics on cost of goods sold & gross margins, physical size and sales per square foot.
ISSN:	1488-0903 (International Standard Serial Number)

NAME:	International Food and Drug Store Trends		
FREQUENCY:	Annual		
AUTHOR:	Neilson Marketing Research 160 McNabb Street Markham, Ontario	L3R 4B8	
PHONE:	(905) 475-3344	**FAX:**	(905) 475-8357
USE:	Provides Canadian data on trends related to the Marketing scene		

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6031 - Pharmacies

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	70							
Revenue Range								
Low Value ($ 000)	30	30	849	30	575	849	940	
High Value ($ 000)	5000	849	5000	575	849	940	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**69.3(A)**	**72.5**	**68.0**	**72.1**	**72.8**	**69.4**	**67.4**	**100.0**
Purchases and material	73 7(A)	76.7	72 5	73.4	78 6	70 2	73 6	97 0
Closing inventory	16 5(A)	15.5	17 0	19.3	13 3	15 7	17 5	92 5
	12 1(A)	11 3	12 4	18 1	7 5	15 0	11 3	85 1
Wages, salaries, and benefits	**15.1(A)**	**15.5**	**14.9**	**15.4**	**15.5**	**17.1**	**14.0**	**100.0**
Direct	0 1(A)	0.0	0 2	0 0	0 0	0 0	0 2	4 5
Indirect	15 0(A)	15 5	14 8	15 4	15 5	17 1	13 7	98 5
Occupancy expenses	**3.4(A)**	**2.5**	**3.7**	**2.5**	**2.5**	**3.0**	**4.1**	**100.0**
Depreciation	0 8(A)	0.7	0 8	0 7	0 7	1 2	0 6	79 1
Repairs and maintenance	0 3(A)	0 2	0 3	0 2	0 2	0 5	0 3	82 1
Fuel and oil	0 0(A)	0 0	0 0	0 0	0 0	0 0	0 0	1 5
Utilities	1 0(A)	1 3	0 8	1 3	1 4	1 2	0 7	91 0
Rent	1 3(B)	0 3	1.7	0 3	0 3	0 1	2 5	67 2
Financial expenses	**2.1(B)**	**1.2**	**2.5**	**0.5**	**1.6**	**6.1**	**0.8**	**91.0**
Interest and bank charges	0 7(A)	0 9	0 6	0 4	1 2	0 8	0 5	80 6
Professional fees	1 4(B)	0 3	1 9	0 2	0 4	5 3	0 3	88 1
General expenses	**1.4(A)**	**1.4**	**1.4**	**1.1**	**1.5**	**1.7**	**1.3**	**89.6**
Advertising	0 9(A)	0 7	0 9	0 4	0 8	0 9	1 0	88 1
Delivery expenses	0 3(A)	0 5	0 2	0 6	0 4	0 4	0 1	50 7
Insurance	0 2(A)	0 2	0 3	0 1	0 3	0 4	0 2	79 1
Other expenses	**6.2(B)**	**2.9**	**7.4**	**2.4**	**3.3**	**3.3**	**9.2**	**100.0**
Total expenses	**97.4(A)**	**96.1**	**97.9**	**94.0**	**97.2**	**100.6**	**96.7**	**100.0**
Net profit/loss	**2.6(B)**	**3.9**	**2.1**	**6.0**	**2.8**	**-0.6**	**3.3**	**100.0**
Average number of paid employees	6 6	3 6	9 6	2 5	4 6	6 5	12 6	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.9	5.4	4.6	16.6	3 4	0.3	7.9	
Gross margin (percent)	15.7	12.0	17.1	12.5	11 7	13 5	18.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	86							
Gross operating revenue	971.9(A)	545.0	1519.9	396 8	696.3	894 8	1923.6	
Total expenses	935.2(A)	522.3	1465.2	372.9	674 8	875.0	1846.3	
Net profit	36.7(B)	22.7	54.7	23.9	21.5	19 8	77.2	
Non-Profitable								
Gross operating revenue	1157.3(A)	533.4	1237.0	-	-	-	-	
Total expenses	1198.8(A)	553.8	1281.1	-	-	-	-	
Net loss	-41.4(A)	-20.4	-44.1	-	-	-	-	
1995								
Profitable								
Percent of businesses	99							
Gross operating revenue	654.9(A)	511.5	802.0	-	-	-	-	
Total expenses	618.7(A)	474.9	766.0	-	-	-	-	
Net profit	36.3(A)	36.5	36.0	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

http://strategis.ic.gc.ca/cgi-bin/sc_mangb/contact/sbp/sbp_e.cgi

PRODUCT SOURCES

NAME: Bunzel Distribution

ADDRESS: 1420 Park Street
Regina, Saskatchewan S4N 5H4

PHONE: (306) 525-0137

PRODUCTS: Complete line of dry cleaning and laundry supplies.

NAME: Westbrook Manufacturing

ADDRESS: 1368 Main Street
Winnipeg, Manitoba R2W 3T8

PHONE: (204) 582-6668

PRODUCTS: Laundry chemicals, powder or liquid systems.

NAME: Arco Laundry Systems Corp.

ADDRESS: 339 - 103rd Street East
Saskatoon, Saskatchewan S7N 1Y9

PHONE: (306) 374-8292 **FAX:** (306) 477-2434

PRODUCTS: Laundromat layout designs and installation. Coin operated machines.

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Arco Laundry Systems Corp.		
ADDRESS:	339 - 103rd Street Saskatoon, Saskatchewan S7N 1Y9		
PHONE:	(306) 374-8292	**FAX:**	(306) 477-2434
PRODUCTS:	Commercial laundry and dry cleaning equipment and supplies.		

NAME:	Economy Maytag Home Appliance Centre		
ADDRESS:	1301 Broad Street Regina, Saskatchewan S4R 7V1		
PHONE:	(306) 757-0953 Or (306) 522-0000	**FAX:**	(306) 522-1153
PRODUCTS:	Maytag and Inglis commercial laundry equipment.		

NAME:	Stalwart Machinery and Appliance Limited
ADDRESS:	550 Roseberry St. Winnipeg, Manitoba R3H 0T1
PHONE:	(204) 786-4879
PRODUCTS:	Laundry equipment, water heaters, ironers, pressers, etc. Wascomat washers and extractors.

TRADE ASSOCIATIONS

NAME: Canadian Laundry and Linen Institute (CLLI)

ADDRESS: P.O. Box 2334, Station A
London, Ontario N6A 4G3

PHONE: (519) 434-6261

EMAIL: clli@odyssey.on.ca

NAME: International Fabricare Institute

ADDRESS: 12251 Tech. Road
Silver Spring, Maryland 20904

CONTACT: C.R. Riggott, Executive Vice-President

PHONE: (301) 622-1900
Or 1-800-638-2627 **FAX:** (301) 236-9320

WEB SITE: www.ifi.org

E-MAIL: techline@ifi.org

Source: Directory of Associations in Canada 2002, Micromedia Limited.

TRADE JOURNALS

NAME: Fabricare Canada

FREQUENCY: Bimonthly

ADDRESS:
International Fabricare Institute
Box 968
Oakville, Ontario L6J 5E8

PHONE: (905) 337-0516 **FAX:** (905) 337-0525

WEB SITE: www.ifi.org

E-MAIL: techline@ifi.org

NAME: New Era Magazine

FREQUENCY: Monthly

ADDRESS:
Imperial Printing
22031 Bushard St
Huntington Beach, California 92646

PHONE: (714) 962-1351
Or 1-888-565-8236
FAX: (714) 962-1354

E-MAIL: 4newera@gte.net

NAME: Journal of the Coin Laundry and Drycleaning Industry

FREQUENCY: Monthly

ADDRESS:
Coin Laundry Association
1305 Butterfield Road, Suite 212
Downers Grove, Illinois 60515

PHONE: (630) 963-5547
Or 1-877-252-4332
FAX: (630) 963-5864

E-MAIL: journal@coinlaundry.org

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9721 - Power Laundries and/or Dry Cleaners

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range:								
Low Value ($ 000)	30	30	122	30	-	122	321	
High Value ($ 000)	5000	122	5000	-	122	321	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	2.1(C)	0.9	2.3	-	-	2.4	2.3	46.7
Purchases and material	2.1(C)	1.0	2.3	-	-	2.4	2.3	46.7
Closing inventory	0.0(B)	0.1	0.0	-	-	0.0	0.0	20.0
	0.0(B)	0.0	0.0	-	-	0.1	0.0	6.7
Wages, salaries, and benefits	46.3(A)	25.5	49.1	-	-	28.7	55.1	100.0
Direct	0.5(B)	0.0	0.6	-	-	2.5	0.0	6.7
Indirect	45.8(A)	25.5	48.5	-	-	26.2	55.1	93.3
Occupancy expenses	25.1(A)	35.3	23.7	-	-	27.2	22.7	100.0
Depreciation	5.8(B)	2.3	6.3	-	-	6.6	6.2	73.3
Repairs and maintenance	3.2(B)	5.1	2.9	-	-	4.5	2.4	100.0
Fuel and oil	0.4(B)	0.1	0.4	-	-	0.5	0.4	20.0
Utilities	4.9(B)	9.1	4.3	-	-	7.4	3.4	86.7
Rent	10.9(B)	18.7	9.8	-	-	8.2	10.3	73.3
Financial expenses	3.3(B)	5.8	2.9	-	-	5.1	2.3	100.0
Interest and bank charges	2.4(B)	4.5	2.2	-	-	3.6	1.7	100.0
Professional fees	0.9(B)	1.3	0.8	-	-	1.6	0.6	100.0
General expenses	5.7(B)	5.7	5.7	-	-	2.8	6.6	100.0
Advertising	1.7(B)	3.0	1.5	-	-	1.4	1.5	86.7
Delivery expenses	2.9(B)	0.3	3.3	-	-	0.2	4.2	73.3
Insurance	1.1(A)	2.4	1.0	-	-	1.2	0.9	93.3
Other expenses	17.9(B)	20.6	17.5	-	-	21.2	16.4	100.0
Total expenses	100.4(A)	93.8	101.2	-	-	87.5	105.3	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	7.2	0.9	13.5	-	-	3.6	23.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	51.6	73.5	48.6	-	-	68.9	42.6	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	43							
Gross operating revenue	219.0(B)	81.0	274.9	-	-	-	-	
Total expenses	195.4(B)	63.1	249.0	-	-	-	-	
Net profit	23.6(C)	17.9	25.9	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	56							
Gross operating revenue	200.1(A)	61.3	252.1	-	-	-	-	
Total expenses	187.4(A)	51.0	238.5	-	-	-	-	
Net profit	12.7(A)	10.3	13.8	-	-	-	-	
Non-Profitable								
Gross operating revenue	227.1(A)	-	-	-	-	-	-	
Total expenses	249.3(A)	-	-	-	-	-	-	
Net loss	-22.2(B)	-	-	-	-	-	-	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	-	30	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	15.8(B)	-	-	-	-	-	-	73.9
Purchases and material	15.5(B)	-	-	-	-	-	-	73.9
Closing inventory	0.1(C)	-	-	-	-	-	-	30.4
	0.4(C)	-	-	-	-	-	-	39.1
Wages, salaries, and benefits	19.2(B)	-	-	-	-	-	-	87.0
Direct	0.0(A)	-	-	-	-	-	-	0.0
Indirect	19.2(B)	-	-	-	-	-	-	87.0
Occupancy expenses	36.6(B)	-	-	-	-	-	-	100.0
Depreciation	7.1(B)	-	-	-	-	-	-	91.3
Repairs and maintenance	6.0(B)	-	-	-	-	-	-	100.0
Fuel and oil	0.0(C)	-	-	-	-	-	-	4.3
Utilities	14.9(B)	-	-	-	-	-	-	91.3
Rent	8.6(B)	-	-	-	-	-	-	65.2
Financial expenses	4.0(B)	-	-	-	-	-	-	91.3
Interest and bank charges	2.3(B)	-	-	-	-	-	-	69.6
Professional fees	1.7(B)	-	-	-	-	-	-	82.6
General expenses	4.8(A)	-	-	-	-	-	-	87.0
Advertising	1.0(B)	-	-	-	-	-	-	60.9
Delivery expenses	1.5(B)	-	-	-	-	-	-	26.1
Insurance	2.3(A)	-	-	-	-	-	-	78.3
Other expenses	17.1(B)	-	-	-	-	-	-	100.0
Total expenses	97.6(A)	-	-	-	-	-	-	100.0
Net profit/loss	2.4(C)	-	-	-	-	-	-	100.0
Average number of paid employees	0.8	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	2.0	-	-	-	-	-	-	
Gross margin (percent)	65.0	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	74							
Gross operating revenue	71.0(C)	-	-	-	-	-	-	
Total expenses	66.9(C)	-	-	-	-	-	-	
Net profit	4.2(B)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	55.9(A)	-	-	-	-	-	-	
Total expenses	61.5(A)	-	-	-	-	-	-	
Net loss	-5.7(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	55							
Gross operating revenue	69.6(A)	52.5	87.9	28.5	60.6	64.4	139.1	
Total expenses	57.0(A)	41.7	73.3	19.3	49.3	56.8	109.1	
Net profit	12.6(A)	10.7	14.6	9.2	11.2	7.6	30.0	
Non-Profitable								
Gross operating revenue	58.5(A)	-	-	-	-	-	-	
Total expenses	69.7(A)	-	-	-	-	-	-	
Net loss	-11.2(A)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Siemens Westinghouse Technical Services
(Electrical Systems Service Division)

ADDRESS: 811 Roulston Bay
Regina, Saskatchewan S4N 7A3

PHONE: (306) 721-2566 **FAX:** (306) 721-4614

Or

ADDRESS: 800 47th Street East
Saskatoon, Saskatchewan S7K 0X4

PHONE: (306) 934-5256

WEB SITE: http://www.ais.siemens.ca/services/

NAME: Wesco Distribution – Canada Inc.

ADDRESS: 1625 - 8th Avenue
Regina, Saskatchewan S7K 4E5

PHONE: (306) 525-5841 **FAX:** (306) 347-0706

Or

ADDRESS: 2911 Faithful Avenue
Saskatoon, Saskatchewan S7K 8E8

PHONE: (306) 242-1296 **FAX:** (306) 934-6561

WEB SITE: http://www.wesco.ca/

NAME: Gescan (A division of Chester Supply Company Limited)

ADDRESS: 1125 McDonald Street
Regina, Saskatchewan S4N 4X4

PHONE: (306) 569-0661 **FAX:** (306) 525-5233

Or

ADDRESS: 2630 Millar Ave.
Saskatoon, Saskatchewan S7K 4C8

PHONE: (306) 931-0077 **FAX:** (306) 931-3422

PRODUCT SOURCES

NAME: Richardson Lighting

ADDRESS: 2101 - 7th Avenue
Regina, Saskatchewan S4R 1C3

PHONE: (306) 525-8301 **FAX:** (306) 525-0753

PRODUCTS: All lighting fixtures, wiring devices, etc.

NAME: Babco Electric Group Inc.

ADDRESS: Bay 11 - 501 Pakwa Place
Saskatoon, Saskatchewan S7L 6A3

PHONE: (306) 244-5755
Or 1-800-665-5755 **FAX:** (306) 244-2940

PRODUCTS: High/low voltage switch gear, vacuums, control panels, instruments, programmable controllers, variable speed drivers, correction systems, outdoor skid power centres, etc.

NAME: Westburne Electrical Inc.

ADDRESS: 264 1st Avenue East
Regina, Saskatchewan S4N 5H2

PHONE: (306) 721-2500 **FAX:** (306) 721-2299

PRODUCTS: Electrical/Electronic supplies, heating and air conditioning, hand and power tools, wire/cable, commercial and industrial lighting

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FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS: Hussman Canada Limited
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, design, layouts & racking.

NAME: Johnston GN Equipment Company Limited

ADDRESS: 787B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layout design, installation, metal shelving, racking, etc.

TRADE SHOWS

NAME: ExpolectriQ 200X:The Quebec Electrical Show

FREQUENCY: Annual - April (Trade)

ADDRESS: 5925 boul. Decarie, Suite 100
Montreal, Quebec H3W 3C9

CONTACT: Dennis Dessureault, Show Manager

PHONE: (514) 738-2184 **FAX:** (514) 738-2192
Or 1-800-361-9061

PRODUCTS: Electrical products and services.

WEB SITE: http://www.cmeq.org

E-MAIL: webmastre@cmeq.org

NAME: EPTECH

FREQUENCY: Annual - March (Trade)

ADDRESS: Lakeview Publications Inc.
1200 Aerowood Drive, Suite 27
Mississauga, Ontario L4W 2S7

CONTACT: Janet Jeffery, Account Manager

PHONE: (905) 624-8100 **FAX:** (905) 624-1760

PRODUCTS: Electronic components, semi-conductors, systems, instrumentation, and test equipment

WEB SITE: http://www.ept.ca

E-MAIL: info@ept.ca

TRADE SHOWS

NAME:	Electro		
FREQUENCY:	Annual - June (Trade)		
ADDRESS:	Reed Exhibition Companies 383 Main Street Norwalk, Connecticut 06851		
CONTACT:	Bob Stewart, Show Manager		
PHONE:	(203) 840-5426	**FAX:**	(203) 840-9426
PRODUCTS:	Design automation tools, test & measurement instruments, active & passive components.		
WEBSITE:	http://www.electro.reedexpo.com		
E-MAIL:	bstewart@reedexpo.com		

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME:	Electrical Contractors Association of Sask. Inc.		
ADDRESS:	1939 Elphinstone Street Regina, Saskatchewan	S4T 3N3	
CONTACT:	Manley McGlocklin, Executive Director		
PHONE:	(306) 525-0171	**FAX:**	(306) 347-8595
WEB SITE:	www.scaonline.ca		
E-MAIL:	manleym@scaonline.ca		

NAME:	Hodel Fred Electric Ltd.		
ADDRESS:	123 Ellison Crescent Regina, Saskatchewan	S4R 4V6	
CONTACT:	Fred Hodel, President		
PHONE:	(306) 543-3011		

NAME:	Electrical Contractors Association of Alberta		
ADDRESS:	11235 - 120 Street Edmonton, Alberta	T5G 2X9	
CONTACT:	Sherri McLean, Executive Assistant		
PHONE:	(403) 451-2412 Or 1-800-252-9375	**FAX:**	(403) 455-9815
WEB SITE:	www.ecaa.ab.ca		

NAME:	Canadian Electrical Contractors Association (CECA)		
ADDRESS:	170 Attwell Dr., Suite 460 Toronto, Ontario	M9W 5Z5	
CONTACT:	Eryl Roberts, Executive Secretary		
PHONE:	(416) 391-3226	**FAX:**	(416) 6757736
WEB SITE:	http://www.ceca.org		
E-MAIL:	ceca@ceca.org		

Source: Directory of Associations in Canada 2002, Micromedia Limited.

TRADE JOURNALS

NAME: Electrical Business

FREQUENCY: Monthly

ADDRESS: Kerrwill Publications Limited
5855 Kennedy Rd
Mississauga, Ontario L4Z 2G3

PHONE: (905) 890-1846 **FAX:** (905) 890-2829

E-MAIL: info@kerwill.com

NAME: Electricity Today

FREQUENCY: Ten issues per year

ADDRESS: Hurst Communications Group
345 Kingston Rd, Suite 101
Pickering, Ontario L1V 1A1

PHONE: (905) 509-4448 **FAX:** (905) 509-4451

WEB SITE: www.electricityforum.com

E-MAIL: hq@electricityforum.com

NAME: Caanadian Electronics

ADDRESS: Action Communications Inc
135 Spy Ct
Markham, Ontario L3R 5H6

PHONE: (905) 477-3222 **FAX:** (905) 477-4320

WEB SITE: www.actioncom.com

E-MAIL: ce@actioncom.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: The Special Trade Contracting Industry

FREQUENCY: Annual

AUTHOR: Statistics Canada [64-210]

USE: Analyses the organization, output, labour characteristics, revenue, operating costs and capital expenditures by province or region of 36 contracting trades including wet heating, environment control, tiling, etc.

NAME: Industrial Monitor Electrical and Electronic Product Industries

FREQUENCY: Monthly

MEDIUM: Internet

AUTHOR: Statistics Canada

USE: A series of statistical table that will provide a powerful tool for industrial analysis, forecasting and strategic planning.

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC F4260 - Electrical Work

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	120							
Revenue Range								
Low Value ($ 000)	30	30	239	30	145	239	319	
High Value ($ 000)	5000	239	5000	145	239	319	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	41.8(A)	36.9	43.4	45.8	33.8	46.0	42.2	89.3
Purchases and material	41.7(A)	36.7	43.4	44.8	33.6	46.0	42.3	89.3
Closing inventory	5.7(A)	10.3	4.1	3.2	13.1	4.8	3.8	35.5
	5.7(A)	10.5	4.1	3.5	13.3	4.9	3.7	37.2
Wages, salaries, and benefits	27.4(A)	15.0	31.7	10.4	16.8	28.5	33.2	86.8
Direct	3.1(A)	0.6	4.0	0.0	0.8	0.4	5.7	15.7
Indirect	24.2(A)	14.4	27.6	10.4	16.0	28.0	27.5	81.0
Occupancy expenses	9.2(A)	17.3	6.4	7.2	21.3	9.9	4.8	99.2
Depreciation	2.4(A)	3.2	2.1	4.2	2.7	2.2	2.0	92.6
Repairs and maintenance	0.9(B)	1.4	0.7	0.6	1.7	0.4	0.8	57.9
Fuel and oil	0.4(C)	0.7	0.3	0.5	0.8	0.1	0.3	12.4
Utilities	1.0(A)	1.0	1.0	1.3	0.9	1.2	1.0	62.8
Rent	4.6(B)	11.0	2.4	0.7	15.1	6.0	0.7	47.1
Financial expenses	1.7(A)	2.1	1.6	1.9	2.2	1.7	1.5	99.2
Interest and bank charges	1.1(A)	1.4	1.0	0.8	1.6	1.1	0.9	87.6
Professional fees	0.6(A)	0.8	0.6	1.0	0.7	0.6	0.6	92.6
General expenses	2.4(A)	1.2	2.9	1.3	1.2	2.2	3.2	98.3
Advertising	0.6(A)	0.5	0.7	0.7	0.4	0.2	0.9	90.9
Delivery expenses	1.2(A)	0.2	1.6	0.1	0.3	1.6	1.6	38.0
Insurance	0.6(A)	0.5	0.6	0.5	0.5	0.4	0.7	51.2
Other expenses	6.7(A)	6.4	6.8	7.0	6.2	5.0	7.6	100.0
Total expenses	89.3(A)	79.1	92.8	72.8	81.5	93.3	92.5	100.0
Net profit/loss	10.7(A)	20.9	7.2	27.2	18.5	6.7	7.5	100.0
Average number of paid employees	2.7	0.8	4.5	0.3	1.3	2.7	6.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	10.8	16.3	8.2	33.6	12.7	6.8	8.9	
Gross margin (percent)	30.9	48.0	24.9	44.6	49.4	25.5	24.6	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	81							
Gross operating revenue	292.2(A)	157.4	495.5	87.7	223.8	245.3	630.8	
Total expenses	250.5(A)	123.8	441.4	62.1	182.3	200.2	571.9	
Net profit	41.8(A)	33.6	54.1	25.5	41.4	45.1	58.9	
Non-Profitable								
Gross operating revenue	345.5(A)	88.5	363.0	-	-	-	-	
Total expenses	353.1(A)	98.4	370.4	-	-	-	-	
Net loss	-7.6(B)	-9.9	-7.4	-	-	-	-	
1995								
Profitable								
Percent of businesses	75							
Gross operating revenue	194.8(B)	69.0	390.5	46.6	95.1	152.0	578.3	
Total expenses	177.6(B)	55.6	367.4	35.7	78.8	135.3	550.1	
Net profit	17.2(A)	13.4	23.1	11.0	16.3	16.7	28.2	
Non-Profitable								
Gross operating revenue	198.5(A)	79.6	225.0	-	-	-	-	
Total expenses	220.1(A)	88.2	249.5	-	-	-	-	
Net loss	-21.6(B)	-8.6	-24.5	-	-	-	-	

PRODUCT SOURCES

NAME: Gale's Wholesale Ltd.

ADDRESS: 1600 Elliot Street
Regina, Saskatchewan S4N 6L1

PHONE: (306) 757-8545 **FAX:** (306) 359-7017

PRODUCTS: Tropical and flowering plants, fresh cut flowers and foliage, floral arranging, brass, rattan, giftware, wicker, wedding and funeral supplies, promotional items for every season, boxes, plastic and paper bags.

WEB SITE: www.galeswholesale.com

NAME: Petals West Inc.

ADDRESS: 975 Sherwin Road
Winnipeg, Manitoba R3H 0T8

PHONE: (204) 786-1801 **FAX:** 775-2616

PRODUCTS: Silk flowers, plants, trees, ceramics, containers, and floral supplies.

NAME: Florists Supply - Norsask Ltd. (wholesale only)

ADDRESS: 1623 Quebec Ave
Saskatoon, Saskatchewan S7K 1V6

PHONE: (306) 244-4457
Or 1-800-667-3985
FAX: (306) 244-0010
Or 1-888-604-0010

PRODUCTS: Cut flowers, flowering plants, tropical plants, silk flowers and plants, floral supplies.

WEB SITE: www.floristssupply.com

E-MAIL: jsomers@floristssupply.com

PRODUCT SOURCES

NAME: Pennylane Distributors (Wholesale Only)

ADDRESS: 2007 Alberta Avenue
Saskatoon, Saskatchewan S7K 1S2

PHONE: (306) 382-5505 **FAX:** (306) 382-9641

PRODUCTS: Silk and dried flowers

NAME: J Wilton Distributors Limited (Wholesale Only)

ADDRESS: 4718 76 Ave
Edmonton, Alberta T6B 0A5

PHONE: 1-800-465-7759 **FAX:** (720) 467-0934

PRODUCTS: Complete floral supplies, cake decorating, craft supplies, etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Westmount Store Fixtures

ADDRESS: 8516 - 106A Avenue
Edmonton, Alberta T5H 2H9

PHONE: (403) 424-8950 **FAX:** (403) 425-8578

PRODUCTS: Shure Sell store fixtures, layouts and design.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design - store fixtures, equipment, refrigeration, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Western Retail Interiors

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1YN

CONTACT: Doug Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Layout, design and fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Canada Cases Ltd.

ADDRESS: 585 Plinquet Street
Winnipeg, Manitoba R2J 0G3

PHONE: (204) 233-7300 **FAX:** (204) 233-6800

PRODUCTS: New and used refrigeration cases, shelving, display cases and store layout design.

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Refrigerated display cases, walk-in-coolers, new and used equipment and service, checkouts, compressors etc., layout, design and racking.

TRADE SHOWS

NAME: Gardenscape

FREQUENCY: Annual - March (Trade & Consumer)

ADDRESS: Prairieland Exhibition Corp.
Box 6010
Saskatoon, Saskatchewan S7K 4E4

CONTACT: Maurice Neault, Show Manager

PHONE: (306) 931-7149 **FAX:** (306) 931-7886

PRODUCTS: Products & info necessary to develop & enhance yards, gardens, patios & decks

WEB SITE: www.saskatoonex.com

E-MAIL: contactus@saskatoonex.com

NAME: Ontario Garden Show

FREQUENCY: Annual - April (Consumer)

ADDRESS: Town Publishing Inc.
875 Main Street W
Hamilton, Ontario L8P 4B1

CONTACT: Lea Narciso, Show Manager

PHONE: (905) 522-6117 **FAX:** (905) 529-2242

PRODUCTS: Gazebos, greenhouses, sheds, garden statuary, plants, flowers, bulbs, seeds, gifts and accessories.

E-MAIL: town1@interlynx.net

NAME: AFQ Salon Fleurs Design

FREQUENCY: Annual - October (Trade & Consumer)

ADDRESS: 4005 rue Wellington
Verdon, Quebec H4G 1V6

CONTACT: Lou Levinia, Show Manager

PHONE: (514) 766-5514 **FAX:** (514) 766-3389

PRODUCTS: New products & ideas for flower shop owners.

TRADE SHOWS

NAME: Canadian Garden & Flower Show

FREQUENCY: Annual

ADDRESS:
National Showbiz
165 Royal Orchard Blvd
Thornhill, Ontario L3T 3E1

CONTACT: Kathy Rasmussens, Show Manager

PHONE: (705) 444-7200

PRODUCTS: To represent all aspects of the flower and gardening market through varied and focused exhibits, seminars and theme gardens.

NAME: Landscape Ontario Congress

FREQUENCY: Annual - January (Trade)

ADDRESS:
Landscape Ontario Horticultural Trades Association
7856 Fifth Line South, RR #4, Station Main
Milton, Ontario L9T 2X8

CONTACT: Paul Day, Show Manager

PHONE: (905) 875-1805 **FAX:** (905) 875-3942

PRODUCTS: All products/services related to the horticultural industry

WEB SITE: http://www.hort-trades.com

E-MAIL: lo@hort-trades.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Flowers Canada Incorporated

ADDRESS: 7856 Fifth Line South, R. R. #4
Milton, Ontario L9T 2X8

CONTACT: Gary Watson, Executive Director

PHONE: (519) 747-3296 **FAX:** (519) 875-3494

WEB SITE: www.flowerscanada.ca

E-MAIL: flowers@flowerscanada.ca

NAME: Saskatchewan Horticulture Association

ADDRESS: PO Box 46
Sovereign, Saskatchewan S0L 3A0

CONTACT: Brenda Wimy, President

PHONE: (306) 882-3787 **FAX:** (306) 882-4491

NAME: Canadian Ornamental Plant Foundation (COPF)

ADDRESS: P.O. Box 21083
RPO Algonquin
North Bay, Ontario P1B 7N8

CONTACT: Peggy Walsh Craig, Managing Director

PHONE: (705) 495-2563 **FAX:** (705) 495-1449
Or 1-800-265-1629

COMMENTS: To encourage new plant development by strengthening relations between growers and breeders for the benefit of the horticultural industry

WEB SITE: www.copf.org

E-MAIL: info@copf.org

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME:	Canadian		
FREQUENCY:	Annual		
ADDRESS:	Produce Marketing Association 1090 Aerowood Dr, Unit 1 Mississauga, Ontario	L4W 1Y5	
PHONE:	(905) 625-2730	**FAX:**	(905) 625-1355

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC J6520 - Florists, Lawn and Garden Centres

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range								
Low Value ($ 000)	30	30	147	30	75	147	160	
High Value ($ 000)	5000	147	5000	75	147	160	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	64.0(A)	50.7	66.1	54.8	48.7	37.6	78.5	96.2
Purchases and material	68.0(A)	55.0	70.0	56.4	54.3	55.8	72.2	96.2
Closing inventory	11.8(B)	8.9	12.2	6.9	9.9	21.4	10.8	52.8
	7.8(B)	4.7	8.3	5.3	4.4	3.2	9.1	50.9
Wages, salaries, and benefits	10.1(B)	14.4	9.5	10.3	16.5	21.6	7.6	88.7
Direct	0.2(B)	0.4	0.2	1.1	0.0	0.0	0.2	3.7
Indirect	9.9(B)	14.1	9.3	9.2	16.5	21.6	7.4	84.9
Occupancy expenses	8.7(A)	13.4	8.0	14.1	13.1	4.8	8.5	100.0
Depreciation	3.6(B)	2.7	3.7	2.4	2.9	1.9	4.0	77.4
Repairs and maintenance	1.5(B)	2.3	1.4	3.6	1.6	0.1	1.6	88.7
Fuel and oil	0.4(C)	0.1	0.4	0.0	0.1	0.0	0.5	11.3
Utilities	1.2(B)	2.6	1.0	4.9	1.4	2.8	0.7	71.7
Rent	2.1(B)	5.8	1.5	3.2	7.1	0.0	1.7	64.2
Financial expenses	2.5(A)	3.9	2.2	2.7	4.6	5.4	1.7	100.0
Interest and bank charges	1.9(B)	3.2	1.7	2.1	3.7	4.2	1.3	92.5
Professional fees	0.5(A)	0.7	0.5	0.6	0.8	1.2	0.4	88.7
General expenses	2.4(A)	4.1	2.2	5.1	3.6	3.6	2.0	98.1
Advertising	1.2(A)	2.5	1.0	2.2	2.6	0.6	1.0	96.2
Delivery expenses	0.8(B)	1.2	0.8	2.1	0.7	2.6	0.5	39.6
Insurance	0.5(B)	0.4	0.5	0.8	0.3	0.4	0.5	62.3
Other expenses	6.1(A)	9.7	5.5	12.8	8.2	12.7	4.4	100.0
Total expenses	93.9(A)	96.3	93.5	99.7	94.6	85.7	94.7	100.0
Net profit/loss	6.1(B)	3.7	6.5	0.3	5.4	14.3	5.3	100.0
Average number of paid employees	2.1	0.8	3.4	0.4	1.2	2.1	4.7	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.2	2.2	4.8	1.1	2.5	4.4	5.0	
Gross margin (percent)	25.8	34.8	24.5	34.9	34.8	40.9	21.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	78							
Gross operating revenue	367.8(B)	89.3	555.9	56.0	122.0	148.1	1027.3	
Total expenses	340.0(B)	79.1	516.3	49.6	108.0	126.9	966.3	
Net profit	27.8(B)	10.2	39.7	6.4	13.9	21.3	61.0	
Non-Profitable								
Gross operating revenue	133.2(A)	73.9	459.0	54.8	93.6	-	-	
Total expenses	143.8(A)	82.8	478.5	65.0	101.3	-	-	
Net loss	-10.6(B)	-8.9	-19.5	-10.2	-7.7	-	-	
1995								
Profitable								
Percent of businesses	78							
Gross operating revenue	172.3(A)	67.3	260.0	39.6	105.2	-	-	
Total expenses	160.2(A)	56.6	246.6	30.5	92.2	-	-	
Net profit	12.2(A)	10.7	13.4	9.1	13.0	-	-	
Non-Profitable								
Gross operating revenue	230.2(A)	101.7	481.6	35.2	131.3	-	-	
Total expenses	246.2(A)	116.5	500.1	41.7	149.8	-	-	
Net loss	-16.1(A)	-14.8	-18.5	-6.5	-18.5	-	-	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range								
Low Value ($ 000)	30	30	144	30	68	144	-	
High Value ($ 000)	5000	144	5000	68	144	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	45.4(A)	52.5	42.6	58.4	50.9	-	-	95.2
Purchases and material	52.2(A)	53.9	51.5	57.8	51.9	-	-	95.2
Closing inventory	11.8(B)	6.3	13.9	7.8	5.6	-	-	50.0
	4.9(B)	4.9	4.9	5.4	4.7	-	-	50.0
Wages, salaries, and benefits	19.2(A)	12.1	22.0	6.5	15.1	-	-	85.7
Direct	0.5(B)	0.5	0.6	1.2	0.1	-	-	7.1
Indirect	18.7(A)	11.7	21.4	5.2	15.1	-	-	81.0
Occupancy expenses	10.2(A)	14.8	8.4	12.2	16.2	-	-	100.0
Depreciation	1.9(A)	2.9	1.6	2.8	2.9	-	-	78.6
Repairs and maintenance	0.9(B)	2.2	0.4	2.3	2.1	-	-	90.5
Fuel and oil	0.0(B)	0.1	0.0	0.0	0.2	-	-	4.8
Utilities	2.4(A)	2.6	2.3	5.4	1.2	-	-	69.0
Rent	5.0(B)	7.0	4.2	1.7	9.8	-	-	69.0
Financial expenses	4.1(A)	3.3	4.4	3.0	3.5	-	-	100.0
Interest and bank charges	3.1(A)	2.7	3.3	2.3	2.9	-	-	90.5
Professional fees	1.0(A)	0.6	1.1	0.7	0.5	-	-	90.5
General expenses	4.2(A)	4.5	4.1	6.0	3.7	-	-	100.0
Advertising	2.2(B)	2.9	1.9	2.7	3.1	-	-	97.6
Delivery expenses	1.6(B)	1.0	1.9	2.4	0.3	-	-	38.1
Insurance	0.4(A)	0.5	0.4	0.9	0.3	-	-	61.9
Other expenses	9.6(A)	9.5	9.6	13.2	7.6	-	-	100.0
Total expenses	92.7(A)	96.7	91.2	96.2	96.9	-	-	100.0
Net profit/loss	7.3(B)	3.3	8.8	3.8	3.1	-	-	100.0
Average number of paid employees	1.8	0.6	2.9	0.2	1.0	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.3	2.2	3.7	2.7	2.1	-	-	
Gross margin (percent)	35.4	35.4	35.4	38.1	34.0	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	79							
Gross operating revenue	151.7(A)	79.8	200.4	55.2	109.3	-	-	
Total expenses	136.7(A)	71.3	181.0	48.9	98.4	-	-	
Net profit	14.9(A)	8.4	19.4	6.3	11.0	-	-	
Non-Profitable								
Gross operating revenue	95.8(A)	-	-	-	-	-	-	
Total expenses	103.8(A)	-	-	-	-	-	-	
Net loss	-7.9(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	84							
Gross operating revenue	164.8(A)	71.1	243.6	40.1	109.0	-	-	
Total expenses	152.9(A)	60.7	230.4	30.6	97.5	-	-	
Net profit	11.9(A)	10.4	13.2	9.5	11.5	-	-	
Non-Profitable								
Gross operating revenue	159.7(B)	72.1	390.6	-	-	-	-	
Total expenses	165.1(B)	78.8	392.5	-	-	-	-	
Net loss	-5.4(B)	-6.7	-1.9	-	-	-	-	

PRODUCT SOURCES

NAME: See: 'Canadian Furniture & Furnishings Directory'

ADDRESS:
Sentinel Business Publications
7575 Trans Canada Highway,
Room 500
St. Laurent, Quebec H4T 1V6

PHONE: (514) 333-1116 **FAX:** (514) 631-8858

PRODUCTS: Lists suppliers of furniture, furnishings, etc.

NAME: Hitachi (HSC) Canada Incorporated

ADDRESS:
1 Select Avenue, Unit #11
Scarborough, Ontario M1V 5J3

PHONE: (416) 299-5900 **FAX:** (416) 299-0450

PRODUCTS: Hitachi washers, dryers & microwave ovens

WEB SITE: http://www.hitachidenshi.ca

E-MAIL: nanos_f@hitachidenshi.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design shelving, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, design, layouts & racking.

NAME: Western Retail Interiors

ADDRESS: 208 Jessop Avenue
Saskatoon, Sask. S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Manufacturers and distributors of store fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

TRADE SHOWS

NAME:	Toronto International Home Furnishing Market		
FREQUENCY:	Annual - January (Trade)		
ADDRESS:	Quebec Furniture Manufacturers Association Inc. 1111 Saint Urbain Street, Suite 101 Montreal, Quebec H2Z 1Y6		
CONTACT:	Andre Burgeron, Director of Exhibitions		
PHONE:	(514) 866-3631	**FAX:**	(514) 871-9900
PRODUCTS:	Household furniture lamps & decorative accessories.		
WEB SITE:	www.qfma.com		
E-MAIL:	info@qfma.com		

NAME:	Montreal International Home Furniture Market (Salon du Meuble de Montreal)		
FREQUENCY:	Annual - June (Trade)		
ADDRESS:	Quebec Furniture Manufacturers Association Inc. 1111 Saint Urbain Street, Suite 101 Montreal, Quebec H2Z 1Y6		
CONTACT:	Andre Burgeron, Director of Exhibitions		
PHONE:	(514) 866-3631	**FAX:**	(514) 871-9900
PRODUCTS:	Household furniture lamps and decorative accessories		
WEB SITE:	http://www.afmq.com		
E-MAIL:	info@qfma.com		

TRADE SHOWS

NAME: Calgary Home and Interior Design Show

FREQUENCY: Annual - September (Consumer)

PRODUCTS: Renovations, kitchens, bathrooms, home furnishings, interior design

CONTACT: Bonnie Noyce, Show Manager

ADDRESS:
Southex Exhibitions Incorporated
4285 Canada Way
Burnaby, British Columbia V5G 4P1

PHONE: (604) 433-5121 **FAX:** (604) 433-4807
Or 1-800-633-8332

WEB SITE: http://www.southex.com

E-MAIL: heslopl@southex.com

NAME: International Contemporary Furniture Fair

FREQUENCY: Annual - May (Trade)

ADDRESS:
George Little Management Incorporated
10 Bank St., Ste. 1200
White Plains, New York 10606

CONTACT: David McGarvey, Show Manager

PHONE: (914) 421-3286 **FAX:** (914) 948-8180

PRODUCTS: Contemporary furniture, lighting, floor coverings, wallcoverings, textiles and decorative accessories.

WEB SITE: www.ICFF.com

TRADE SHOWS

NAME: British Columbia Fall Home Show

FREQUENCY: Annual - October (Consumer)

ADDRESS: Southex Exhibitions
4285 Canada Way
Burnaby, British Columbia V5G 1H2

CONTACT: Rob Haynes, Show Manager

PHONE: (604) 412-2288 **FAX:** (604) 434-6853

PRODUCTS: Interior lifestyles, furnishings, home improvements & renovations, energy efficient (power smart) products in addition to all other things related to the home & family.

NAME: Antiques Canada

FREQUENCY: Annual - March (Consumer)

ADDRESS: Gadsden Promotions Limited
PO Box 490
Shelburne, Ontario L0N 1S0

CONTACT: Jeff Gadsden

PHONE: (519) 925-6606 **FAX:** (519) 925-6498

PRODUCTS: Antique furniture, jewellery, decorative arts, and fine arts

WEB SITE: http://www.antiqueshowscanada.com/toronto.htm

NAME: Furniture West Showcase

FREQUENCY: Annual - June (Trade)

ADDRESS: The Canadian Show Productions
67 Janedale Crescent
Whitby, Ontario L1N 6Z5

CONTACT: Shirley Trotter, Show Manager

PHONE: (905) 720-0918 **FAX:** (905) 720-0934

PRODUCTS: Furniture and accessories for the home

WEB SITE: http://www.furniturewest.ca/showcase.html

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Lumbermen's Association

ADDRESS: 27 Goulburn Avenue
Ottawa, Ontario K1N 8C7

CONTACT: Robert Rivard, Executive Secretary

PHONE: (613) 233-6205 **FAX:** (613) 233-1929

WEB SITE: http://www.cla-ca.ca/

E-MAIL: info@cla-ca.ca

NAME: Interior Designers of Canada (IDC)

ADDRESS: 260 King Street East
Toronto, Ontario M5A 4L5

CONTACT: Louise A. Lapierre, Manager Administrative Services

PHONE: (416) 594-9310 **FAX:** (416) 594-9313

WEB SITE: http://www.interiordesigncanada.org/

NAME: Interior Designers Association of Saskatchewan

ADDRESS: 105 Langley St
Regina, SK S4S 3V7

CONTACT: Judy Radwanski, Executive President

PHONE: (306) 543-6000 **FAX:** (306) 543-6000

WEB SITE: www.idasask.ca

Source: Directory of Associations in Canada, 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Info-Link

FREQUENCY: Quarterly

ADDRESS:
I-L Focus Inc
270 - 3044 Bloor St W
Etobicoke, Ontario M8V 2Y8

PHONE: (416) 604-7552 **FAX:** (416) 604-2545

E-MAIL: info@infolinkcanada.com

NAME: Award Magazine

FREQUENCY: Bimonthly

ADDRESS:
Canada Wide Magazines & Communications Ltd
4180 Loughheed Hwy, 4th Floor
Burnaby, BC V5C 6A7

PHONE: (604) 299-7311 **FAX:** (604) 2999188

E-MAIL: circulation@canadawide.com

NAME: Furniture World Magazine

ADDRESS:
Towse Publishing Co
1333A North Avenue
New Rochelle, New York 10804

PHONE: (914) 235-3095 **FAX:** (914) 235-3278

E-MAIL: magazinefw@aol.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

SIC 6210 - Household Furniture Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	60							
Revenue Range								
Low Value ($ 000)	30	30	114	30	61	114	699	
High Value ($ 000)	5000	114	5000	61	114	699	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	65.8(A)	41.5	67.6	47.6	38.0	59.4	68.7	96.6
Purchases and material	67.9(A)	45.9	69.5	58.3	38.9	61.6	70.6	96.6
Closing inventory	22.6(A)	10.9	23.4	18.9	6.4	11.3	25.2	55.9
	20.5(A)	6.5	21.5	8.2	5.6	9.1	23.3	52.5
Wages, salaries, and benefits	12.3(A)	13.0	12.2	4.7	17.7	14.4	11.9	72.9
Direct	0.7(C)	2.6	0.5	1.9	3.1	1.3	0.4	15.3
Indirect	11.6(A)	10.3	11.7	2.8	14.6	13.1	11.5	64.4
Occupancy expenses	5.0(A)	13.8	4.4	15.9	12.6	8.3	3.8	98.3
Depreciation	1.3(B)	4.8	1.1	3.9	5.4	0.9	1.1	93.2
Repairs and maintenance	0.5(B)	1.0	0.5	0.9	1.0	0.7	0.4	74.6
Fuel and oil	0.0(C)	0.5	0.0	1.2	0.1	0.0	0.0	5.1
Utilities	1.4(A)	3.0	1.2	4.4	2.2	1.4	1.2	67.8
Rent	1.8(B)	4.6	1.6	5.6	4.0	5.3	1.1	64.4
Financial expenses	1.4(A)	2.6	1.3	2.0	3.0	2.7	1.1	98.3
Interest and bank charges	0.9(B)	1.8	0.9	1.5	2.0	1.8	0.7	84.7
Professional fees	0.5(B)	0.8	0.5	0.5	1.0	1.0	0.4	89.8
General expenses	4.3(A)	3.8	4.3	3.2	4.1	3.1	4.5	91.5
Advertising	2.7(A)	2.4	2.7	1.3	3.1	2.6	2.7	88.1
Delivery expenses	1.3(B)	0.3	1.4	0.2	0.3	0.3	1.5	44.1
Insurance	0.3(B)	1.1	0.3	1.7	0.8	0.2	0.3	54.2
Other expenses	5.0(B)	10.9	4.6	15.5	8.3	4.9	4.6	100.0
Total expenses	93.9(A)	85.6	94.5	88.9	83.7	92.7	94.7	100.0
Net profit/loss	6.1(B)	14.4	5.5	11.1	16.3	7.3	5.3	100.0
Average number of paid employees	2.7	0.4	5.0	0.1	0.7	1.6	8.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	7.6	9.0	7.4	8.3	9.2	5.2	8.2	
Gross margin (percent)	21.9	45.5	20.2	47.7	44.3	26.3	19.3	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	88							
Gross operating revenue	518.4(B)	68.9	930.0	47.7	83.5	234.4	1612.2	
Total expenses	483.3(B)	57.1	873.5	38.4	69.9	214.1	1520.3	
Net profit	35.1(B)	11.8	56.5	9.3	13.6	20.3	91.9	
Non-Profitable								
Gross operating revenue	297.2(B)	-	-	-	-	-	-	
Total expenses	303.7(B)	-	-	-	-	-	-	
Net loss	-6.5(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	59							
Gross operating revenue	256.4(A)	50.7	648.3	38.2	73.7	134.5	1053.8	
Total expenses	235.8(A)	39.7	609.5	28.2	60.7	115.9	999.1	
Net profit	20.6(A)	11.0	38.8	10.0	13.0	18.7	54.7	
Non-Profitable								
Gross operating revenue	227.1(A)	-	-	-	-	-	-	
Total expenses	231.2(A)	-	-	-	-	-	-	
Net loss	-4.1(B)	-	-	-	-	-	-	

STATISTICS CANADA

1997 SMALL BUSINESS PROFILES - Saskatchewan

SIC J6211 - Household Furniture Stores (With Appliances and Furnishings)

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range:								
Low Value ($ 000)	30	30	383	30	75	383	1504	
High Value ($ 000)	5000	383	5000	75	383	1504	5000	

SELECTED EXPENSE ITEMS (percent of gross operating revenue)

Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	70.3(A)	61.7	70.9	60.0	62.2	77.3	68.2	95.8
Purchases and material	70.8(A)	67 8	71.0	91 0	61.4	78.7	67 8	95 8
Closing inventory	24.5(A)	15.5	25.1	36.8	9 6	28 2	23 8	66 7
	23.9(A)	9 4	25.0	5.8	10 4	26 9	24 2	66 7
Wages, salaries, and benefits	12.2(A)	7.1	12.6	9.7	6.4	10.9	13.3	70.8
Direct	0.8(C)	1.8	0.7	0.0	2 3	0 0	1 0	8 3
Indirect	11.4(A)	5 3	11.9	9 7	4 0	10 9	12 3	66 7
Occupancy expenses	4.3(A)	10.5	3.9	9.2	10.9	2.9	4.3	100.0
Depreciation	1.4(B)	1.6	1.4	2 1	1.5	1 0	1 5	95 8
Repairs and maintenance	0.5(B)	0 5	0.5	0.4	0.5	0 2	0 5	79 2
Fuel and oil	0 1(C)	0 8	0.0	3 6	0 0	0 0	0 0	8 3
Utilities	1 3(A)	3 8	1 1	1 7	4 4	1 4	1 0	70 8
Rent	1 1(B)	3.9	0 9	1 4	4.6	0 2	1 2	62 5
Financial expenses	1.4(A)	3.9	1.3	2.4	4.3	1.9	1.0	95.8
Interest and bank charges	1 0(B)	2 8	0.9	1 6	3 1	1 6	0 6	87 5
Professional fees	0 4(B)	1 1	0 4	0 8	1 2	0 3	0 4	87 5
General expenses	3.5(A)	2.3	3.6	4.6	1.7	2.8	3.9	91.7
Advertising	2 3(B)	1 8	2.3	3 8	1 2	1 5	2 6	87 5
Delivery expenses	1 0(A)	0 4	1 1	0 3	0 4	1 1	1 1	41 7
Insurance	0.2(B)	0 2	0 2	0.5	0 1	0 2	0 2	41 7
Other expenses	3.6(B)	5.6	3.5	5.4	5.6	2.8	3.7	100.0
Total expenses	95.4(A)	91.1	95.7	91.2	91.1	98.5	94.5	100.0
Net profit/loss	4.6(B)	8.9	4.3	8.8	8.9	1.5	5.5	100.0
Average number of paid employees	4.2	0.4	8 1	0 2	0.5	4.4	11.8	

FINANCIAL RATIOS

Interest coverage ratio (times)	5.5	4.2	5.8	6.6	3.9	1.9	10.5	
Gross margin (percent)	17.5	31.2	16.5	30.3	31.4	11.8	18.5	

PROFITABLE vs NON-PROFITABLE BUSINESSES (thousands of dollars)

1997								
Profitable								
Percent of businesses	83							
Gross operating revenue	878.4(B)	125.2	1447.9	-	-	865.2	2101.6	
Total expenses	833.3(B)	108.7	1381.1	-	-	852.3	1974.4	
Net profit	45.2(B)	16.6	66.8	-	-	12.9	127.2	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	61							
Gross operating revenue	837.5(A)	150.0	993.8	-	-	-	-	
Total expenses	808.4(A)	139.8	960.4	-	-	-	-	
Net profit	29.1(A)	10.2	33.4	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Gales Wholesale Limited
ADDRESS: 1600 Elliott Street
Regina, Saskatchewan
PHONE: (306) 757-8545 **FAX:** (306) 359-7017
PRODUCTS: Jewellery, brass, gifts, wicker, crystal, glassware
WEB SITE: www.galeswholesale.com

NAME: Ceilidh Surprise
ADDRESS: 2206 Dewdney Avenue
Regina, Saskatchewan S4R 1H3
PHONE: (306) 352-4377 **FAX:** (306) 352-4461
PRODUCTS: Gift wholesale supplies.
WEB SITE: http://www.ceilidhsurprise.com/
E-MAIL: webmaster@ceilidhsurprise.com

NAME: Stram Imports
ADDRESS: 1441 Albert Street
Regina, Saskatchewan S4R 1Y9
PHONE: (306) 359-1917 **FAX:** (306) 359-1949
PRODUCTS: Gift wares and wholesale manufacturers.

NAME: Variety Sales Inc.
ADDRESS: 5026 Wascana Vista
Regina, Saskatchewan S4V 2S2
PHONE: (306) 586-8852
PRODUCTS: Toys, gifts, flags, fireworks, novelties, souvenirs.

PRODUCT SOURCES

NAME:	Promislow's Limited		
ADDRESS:	2100 Dewdney Avenue Regina, Saskatchewan	S4R 1H2	
PHONE:	(306) 525-1311	**FAX:**	(306) 565-3741
PRODUCTS:	Variety of gift supplies and novelties.		

NAME:	Saskatchewan Manufacturers Guide		
ADDRESS:	Saskatchewan Industry and Resources 4th Floor, 2103 11th Avenue Regina, Saskatchewan	S4P 3V7	
PHONE:	(306) 787-4707	**FAX:**	(306) 787-3989
MATERIAL:	A complete list of Saskatchewan Manufacturers		
WEB SITE:	http://www.ir.gov.sk.ca		

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Store fixtures, layout & design.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout design & racking.

NAME: Western Retail Interiors
208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Store fixtures & layout manufacturers and distributors.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

TRADE SHOWS

NAME: National Gift Shows Toronto

FREQUENCY: Two shows per year - spring & fall

ADDRESS:
Southex Exhibitions Inc.
1 Concorde Gate, Suite 800
North York, Ontario M6H 2N9

CONTACT: Jerry Ashton, Show Manager

PHONE: (416) 385-1880 **FAX:** (416) 385-1855

PRODUCTS: Giftware, stationary, kitchenware, luggage & leather goods, pottery, china & glass, handicraft products, games, jewellery, silver & brassware, bath accessories & toys. Features: Gift Shop of New Ideas, daily fashion accessories show.

WEB SITE: www.southex.com

NAME: Alberta Gift Shows

FREQUENCY: Two shows per year - February & August (Trade) in Edmonton

ADDRESS:
dmg World Media Inc.
4285 Canada Way
Burnaby, British Columbia V5G 1H2

CONTACT: Cameron Dix, Show Manager

PHONE: (604) 433-5121 **FAX:** (604) 433-4807
Or 1-800-633-8332

PRODUCTS: Giftwares, housewares, jewellery, leathergoods, toys, games, decorative accessories, retailers' seminars sponsored by the Federal Business Development, Exposition of New Ideas.

E-MAIL: camerondix@ca.dmgworldmedia.com

TRADE SHOWS

NAME: Canadian Gift & Tableware Association Show

FREQUENCY: Two shows per year - winter & summer.

ADDRESS:
42 Voyager Court South
Etobicoke, Ontario M9W 5M7

PHONE: (416) 679-0170
Or 1-800-611-6100
FAX: (416) 679-9969

PRODUCTS: Dinnerware, glassware, decorative accessories, stationary/greeting cards, bed, bath & linens, gift basket, gourmet food, collectibles, pictures, Christmas decor, floral art, wedding products, etc.

E-MAIL: show@gift.org

NAME: Vancouver Gift Shows

FREQUENCY: Two shows per year - March & September

ADDRESS:
Southex Exhibitions
4285 Canada Way
Burnaby, British Columbia V5G 4P1

CONTACT: Chris Gowe, Show Manager

PHONE: (604) 433-5121
Or 1-800-633-8332
FAX: (604) 433-4807

PRODUCTS: Giftware, housewares, jewellery, leathergoods, toys & games, stationary, decorative accessories & seminars.

WEB SITE: http://www.southex.com

E-MAIL: info@southex.com

TRADE SHOWS

NAME: New York International Gift Fair

FREQUENCY: Two shows per year - January & August

ADDRESS:
George Little Management Incorporated
10 Bank Street
White Plains, New York 10606

CONTACT: Leslie Nathan-Street, Show Manager

PHONE: (914) 421-3200 **FAX:** (914) 948-6180

PRODUCTS: General giftware, tabletop, housewares, decorative & personal accessories, museum gifts, contemporary design products, traditional & contemporary crafts, juvenile products and floral products.

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Canadian Gift & Tableware Association (CGTA)

ADDRESS:
42 Voyager Court S
Etobicoke, Ontario M9W 5M7

CONTACT: Jack Shand, President

PHONE: (416) 679-0170
Or 1-800-611-6100
FAX: (416) 679-0175

WEB SITE: http://www.cgta.org

E-MAIL: info@cgta.org

NAME: Gift Packaging & Greeting Card Association of Canada (CPGCA)

ADDRESS:
1407 Military Trail
Toronto, Ontario M1C 1A7

CONTACT: Clancy Delbarre, General Manager

PHONE: (416) 281-8147
FAX: (416) 286-4868

NAME: Retail Council of Canada (RCC)

ADDRESS:
#1210, 121 Bloor Street West
Toronto, Ontario M4W 3M5

PHONE: (416) 922-6678
Or 1-888-373-8245
FAX: (416) 922-8011

WEB SITE: http://www.retailcouncil.org

Source: Directory of Trade Associations in Canada 2002, Micromedia Limited.

TRADE JOURNALS

NAME: Giftware News Magazine

FREQUENCY: Monthly

ADDRESS:
Talcott Communications Corp.
20 North Wacker Drive, Suite 1865
Chicago, Illinois 60606

PHONE: (312) 849-2220 **FAX:** (312) 849-2174
Or 1-800-229-1967

WEB SITE: www.giftwarenews.com

E-MAIL: giftnews@aol.com

NAME: Playthings

FREQUENCY: Monthly

ADDRESS:
Geyer – McAllister Publications Inc
575 Lexington Ave, 4th Floor
New York, New York 10022-6102

PHONE: (212) 689-4411 **FAX:** (212) 683-7929

NAME: Gift & Tablewares

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Rd
Toronto, Ontario M3B 2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

E-MAIL: ohscanada@corporatesoutham.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Gift Stores - Small business reporter

AUTHOR: Bank of America

NAME: Retail Chain & Department Stores

FREQUENCY: Annual

AUTHOR: Statistics Canada - 63-210

MATERIAL: Lists retail sales by type of business and location

ISSN: 0227-017X (International Standard Serial Number)

NAME: Gift Shop/Boutique

AUTHOR: American Entrepreneurs Association [information on establishing a gift shop/boutique]

NAME: New Wave/Punk Boutique

AUTHOR: American Entrepreneurs Association.

NAME: Religious Gift Shop

AUTHOR: American Entrepreneurs Association

NAME: Retail Chains and Department Stores Annual

ADDRESS: Statistics Canada 63C0014

MATERIAL: Contains total annual retail sales for retail chains by business, province, # stores operated, and annual sales volume.

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC J6582 - Gift, Novelty and Souvenir Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range								
Low Value ($ 000)	30	30	99	30	70	99	-	
High Value ($ 000)	5000	99	5000	70	99	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	61.7(A)	55.6	64.1	46.1	60.3	-	-	98.0
Purchases and material	60.1(A)	58.7	60.7	52.9	61.5	-	-	98.0
Closing inventory	19.1(B)	26.2	16.2	41.4	18.7	-	-	53.1
	20.6(A)	23.2	19.6	34.6	17.4	-	-	55.1
Wages, salaries, and benefits	8.9(A)	9.4	8.7	6.4	10.9	-	-	85.7
Direct	1.0(B)	2.9	0.3	3.4	2.6	-	-	12.2
Indirect	7.9(A)	6.6	8.4	3.0	8.4	-	-	75.5
Occupancy expenses	8.9(A)	12.5	7.5	16.5	10.5	-	-	100.0
Depreciation	1.9(A)	2.6	1.6	3.3	2.3	-	-	83.7
Repairs and maintenance	1.3(A)	1.5	1.2	2.2	1.1	-	-	73.5
Fuel and oil	0.1(B)	0.1	0.1	0.4	0.0	-	-	8.2
Utilities	2.3(A)	2.6	2.2	3.5	2.2	-	-	71.4
Rent	3.4(A)	5.6	2.5	7.1	4.8	-	-	67.3
Financial expenses	3.5(B)	3.8	3.4	3.8	3.8	-	-	98.0
Interest and bank charges	2.3(A)	2.5	2.2	3.0	2.2	-	-	95.9
Professional fees	1.2(C)	1.3	1.2	0.8	1.6	-	-	73.5
General expenses	3.2(A)	4.1	2.8	5.0	3.7	-	-	95.9
Advertising	2.3(B)	3.0	2.0	3.0	3.0	-	-	95.9
Delivery expenses	0.4(B)	0.3	0.5	0.4	0.2	-	-	36.7
Insurance	0.5(B)	0.9	0.3	1.6	0.5	-	-	61.2
Other expenses	6.5(A)	5.9	6.7	8.7	4.5	-	-	100.0
Total expenses	92.7(A)	91.3	93.2	86.4	93.8	-	-	100.0
Net profit/loss	7.3(A)	8.7	6.8	13.6	6.2	-	-	100.0
Average number of paid employees	0.6	0.4	0.9	0.2	0.6	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.2	4.5	4.1	5.6	3.8	-	-	
Gross margin (percent)	29.5	35.0	27.2	47.5	28.8	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	83							
Gross operating revenue	115.9(A)	61.8	155.7	43.7	83.3	-	-	
Total expenses	105.1(A)	51.9	144.1	35.1	71.9	-	-	
Net profit	10.8(A)	9.9	11.5	8.7	11.3	-	-	
Non-Profitable								
Gross operating revenue	70.7(A)	-	-	-	-	-	-	
Total expenses	77.2(A)	-	-	-	-	-	-	
Net loss	-6.5(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	68							
Gross operating revenue	180.1(A)	64.3	296.3	33.6	77.1	167.1	389.0	
Total expenses	166.7(A)	57.1	276.9	30.6	68.0	155.5	363.9	
Net profit	13.3(A)	7.2	19.4	2.9	9.0	11.6	25.1	
Non-Profitable								
Gross operating revenue	135.5(B)	41.6	228.5	-	-	182.6	322.0	
Total expenses	142.2(B)	48.0	235.7	-	-	191.8	325.3	
Net loss	-6.8(B)	-6.3	-7.2	-	-	-9.2	-3.3	

PRODUCT SOURCES

NAME: Gale's Wholesale Limited

ADDRESS: 1600 Elliott Street
Regina, Saskatchewan

PHONE: (306) 757-8545 **FAX:** (306) 359-7017

PRODUCTS: Bedding plants, greenhouse supplies, redi-mix earth & metro-mix growing mediums and fertilizers.

WEB SITE: www.galeswholesale.com

NAME: Natures Nutrition

ADDRESS: 1819 Portage Avenue
Winnipeg, Manitoba R3J 0G4

PHONE: (204) 889-2979

NAME: Central Botanical Growers

ADDRESS: BOX 114, RR #3
Saskatoon, Saskatchewan S7K 3J6

PHONE: (306) 384-0038 **FAX:** (306) 382-8129

PRODUCTS: Wholesale grower only, tropical & bedding plants.

PRODUCT SOURCES

NAME:	Pike Lake Greenhouses		
ADDRESS:	Vanscoy, Saskatchewan	S0L 3J0	
PHONE:	(306) 668-4706	**FAX:**	(306) 668-4706
PRODUCTS:	Retail, wholesale indoor tropical & flowering plants. Supplies & delivery. Open year round.		

NAME:	Lakeview Gardens	
ADDRESS:	3320 Pasqua St Regina, Saskatchewan	S4S 7G8
PHONE:	(306) 522-5520	
PRODUCTS:	Bedding plants, redi-mix earth & metro-mix growing mediums and fertilizers.	
WEB SITE:	www.lakeviewgardens.com	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Garden Retreat

ADDRESS: 205 - 60th Avenue SW
Calgary, Alberta T2H 0B1

PHONE: (403) 255-7097 **FAX:** (403) 255-8245

PRODUCTS: Solar vent openers, fans, heaters, polycarbonate for building, professional advice from greenhouse builders

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NAME: Clearlite Glass Limited

ADDRESS: A - 2361 - 1st Avenue
Regina, Saskatchewan S4R 8G4

PHONE: (306) 359-0039 **FAX:** (306) 359-0845

PRODUCTS: Builders of residential and commercial solariums.

NAME: Gales Wholesale Limited

ADDRESS: 1600 Elliott Street
Regina, Saskatchewan

PHONE: (306) 757-8545 **FAX:** (306) 359-7017

PRODUCTS: Greenhouse supplies and bedding plants. Redi-mix earth and metro mix.

WEB SITE: www.galeswholesale.com

NAME: First Quality Industries Limited

ADDRESS: 6620 - 86th Avenue SE
Calgary, Alberta

PHONE: (403) 236-9152 **FAX:** (403) 236-9157

PRODUCTS: Greenhouse manufacturers and equipment suppliers

FIXTURE & EQUIPMENT SUPPLIERS

NAME: HJS Wholesale Limited

ADDRESS: Box 2 Group 582
Winnipeg, Manitoba R2C 2Z2

PHONE: (204) 668-8360 **FAX:** (204) 667-1775

PRODUCTS: Complete line of supplies for commercial growers. (Ask for catalogue)

NAME: Greenhouse Watergarden Supplies

ADDRESS: 903 - 20th Street West
Saskatoon, Saskatchewan S7M 0Y5

PHONE: (306) 244-8808
Or 1-888-244-8808 **FAX:** (306) 664-2664

PRODUCTS: Hydroponics systems, garden/irrigation supplies, fertilizer & lighting supplies, hobby & commercial greenhouses, structures & plastics

NAME: Greenleaf Products Inc. (Wholesale)

ADDRESS: 200 Devos Street
Fort Gary, Manitoba

PHONE: (204) 668-8360

PRODUCTS: Fertilizer, growing mixes, soil conditioners

NAME: Professional Gardener Co. Ltd.

ADDRESS: 915 - 23rd Avenue SE
Calgary, Alberta T2G 1P1

PHONE: (403) 263-4200 **FAX:** (403) 237-0029

PRODUCTS: Greenhouses, coverings, containers, compost growing mediums, chemicals, and tune-up fertilizer.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Pacific Northwest Garden Supply (Victoria) Limited

ADDRESS: #111 - 1790 Island Highway
Nanaimo, British Columbia V9B 1H8

PHONE: (250) 391-9519 **FAX:** (250) 391-9518
Or 1-800-405-4769 (free catalogue)

PRODUCTS: Hydroponic systems, hort. Lighting, enviro. Control, greenhouses & greenhouse equipment, ozone generation, organic nutrients, CO2 systems, PH meters & controllers, expert advice, water fountain/ponds, pumps/equipment, micro irrigation, plant hormones & yield enhancers.

NAME: Solar Greenhouse and Hydroponics Supply

ADDRESS: 4752 Imperial Street
Burnaby, British Columbia V5J 1C2

PHONE: (604) 438-7244 **FAX:** (604) 436-1540
Or 1-800-663-0389

PRODUCTS: Halide compatible H.P. sodium bulbs

NAME: Cary's Limited

ADDRESS: 1555 Inkster Blvd.
Winnipeg, Manitoba RX2 1R2

PHONE: (204) 632-4481 **FAX:** (204) 632-8772

PRODUCTS: Greenhouse structures and equipment, fertilizers, planting mixes, greenhouse and nursery containers

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FIXTURE & EQUIPMENT SUPPLIERS

NAME: Waterboy Supply Centre (1990) Limited

ADDRESS: 1316 Hamilton Street
Regina, Saskatchewan S4R 2B5

PHONE: (306) 757-6242
Or 1-800-949-4769
FAX: (306) 347-7992

PRODUCTS: Garden & horticultural supplies, pots, pumps, nutrients, seeds, metal halide lights

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NAME: Mr. Fertilizer Halide & Hydroponics Supply

ADDRESS: 9 Burnside Road West
Victoria, British Columbia V9A 1B2

PHIONE: (250) 381-4644
Or 1-800-334-4352

PRODUCTS: Ozone generation, auto feeding systems, flood & drain tables, solar tracking devices, CO2 gas & trackers, halide/sodium lamps, used equipment bought & sold, bulk liquid PH, fertilizer, free soil & nutrient salinity test, halide system repairs.

NAME: Kleen Gro Hydroponics

ADDRESS: 224 Osborne Street South
Winnipeg, Manitoba R3L 1Z3

PHONE: (204) 475-7096
FAX: (204) 453-3879

WEB SITE: http://www.kleengro.com

TRADE SHOWS

NAME: Landscape Ontario Annual Congress

FREQUENCY: Annual - Winter.

ADDRESS: Landscape Ontario Horticultural Trades Association
7856 Fifth Line S., R.R. #4
Main Milton, Ontario L9T 2X8

CONTACT: Paul J. Day, Show Manager

PHONE: (905) 875-1805 **FAX:** (905) 875-3942

PRODUCTS: Grounds maintenance equipment, fertilizer, landscape products, chemicals, nursery stock, and garden centre merchandise.

NAME: Can West Horticultural Show

FREQUENCY: Annual - Fall

ADDRESS: C/o: British Columbia Landscape & Nursery Association
5830 - 176A Street, Suite 101
Surrey, British Columbia V3S 4H5

CONTACT: Jane Stock, Show Manager

PHONE: (604) 574-7772 **FAX:** (604) 574-7773

PRODUCTS: Horticultural supplies and equipment.

E-MAIL: bhardy@direct.ca

NAME: Gardenscape

FREQUENCY: Annual - March

ADDRESS: Prarieland Exhibition Corp.
Box 6010
Saskatoon, SK S7K 4E4

CONTACT: Marlene Rochelle, Show Manager

PHONE: (306) 931-7149
Or 1-888-931-9333 **FAX:** (306) 931-7886

PRODUCTS: Horticultural supplies and equipment.

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Nursery Trades Association (SNTA)

ADDRESS: Quality Secretarial Services
8 Hamilton Place
Saskatoon, Saskatchewan S7L 3N3

CONTACT: Kathy Evans, Executive Secretary

PHONE: (306) 384-9072 **FAX:** (306) 384-9017

NAME: Canadian Nursery Trades Association (CNTA)
(Also known as: Landscape Canada)

ADDRESS: RR #4, Station Main, 7856 Fifth Line South
Milton, Ontario L9T 2X8

CONTACT: Chris D. Andrews, Executive Director

PHONE: (905) 875-1399 **FAX:** (905) 875-1840
Or 1-888-446-3499

WEB SITE: www.canadanursery.com

E-MAIL: cnla@canadanursery.com

Source: Directory of Associations in Canada 2002; Micromedia Communications, Limited.

TRADE JOURNALS

NAME: Canadian Florist Greenhouse & Nursery

FREQUENCY: Monthly

ADDRESS:
Horticulture Publications
1090 Aerowood Dr, Unit 1
Mississauga, Ontario L4W 1Y5

PHONE: (905) 625-2730 **FAX:** (905) 625-1355

NAME: Greenhouse Management & Production

FREQUENCY: Monthly

ADDRESS:
Branch-Smith Publishing
PO Box 1868, 120 Saint Louis Avenue
Fort Worth, Texas 76101

PHONE: (817) 882-4120
Or 1-800-315-4110
FAX: (817) 877-4121

WEB SITE: www.greenbeam.com

NAME: Greenhouse Business

FREQUENCY: Monthly

ADDRESS:
Perkins Communications, CLC
1951 Rohwling Rd, Suite B
Rolling Meadows, Illinois 60008-1300

PHONE: (847) 870-1576
Or 1-800-607-9276
FAX: (847) 870-9276

WEB SITE: www.greenhousebiz.com

E-MAIL: ghbiz3@cais.com

TRADE JOURNALS

NAME: Green Profit Magazine

FREQUENCY: Monthly

ADDRESS:
Ball Publishing
335 North River
Batavia, Illinois 60510

PHONE: (630) 208-9080
Or 1-888-888-0013

FAX: (630) 208-9350

WEB SITE: www.greenprofit.com

E-MAIL: info@ballpublishing.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

PRODUCT SOURCES

NAME: Scott National Division

ADDRESS: 266 Dewdney Avenue East
Regina, Saskatchewan S4N 4G2

PHONE: (306) 347-5200

PRODUCTS: Wholesale fruit, produce, meats, canned goods, frozen food, cheese, oils & confections.

NAME: Agora Food Merchants

ADDRESS: 2398 - 2nd Avenue
Regina, Saskatchewan S4R 1A6

PHONE: (306) 721-8311

NAME: MacDonalds Consolidated
Regina, Saskatchewan

PHONE: 1-888-667-5400 - [inquiries] **FAX:** 1-800-661-7610
1-800-565-5425 - [orders]

PRODUCTS: Groceries, variety products, frozen foods.

NAME: The Grocery People Limited

ADDRESS: 607 - 46th Street East
Saskatoon, Saskatchewan S7K 0X1

PHONE: (306) 244-1670 **FAX:** (306) 244-1699

PRODUCTS: Produce, frozen foods, groceries, meats, dairy products

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PRODUCT SOURCES

NAME: SYSCO SERCA Food Services, Inc.

ADDRESS:
302 The East Mall Suite 102
Toronto, Ontario M9B 6C7

PHONE: (416) 234-2666 **FAX:** (416) 234-2650

PRODUCTS: Groceries, meats & produce.

WEB SITE: www.serca.com

NAME: Scott Bathgate Limited [Nutty Club Products]

ADDRESS:
1531 1st Ave
Regina, Saskatchewan S4R 8H2

FAX:
(306) 522-3253
Or 1-800-551-5737

PRODUCTS: Confections (Wholesale)

NAME: Westfair Foods

ADDRESS:
101 Weston Street
Winnipeg, Manitoba R3E 2T4

PHONE: (204) 786-5108 **FAX:** (204) 786-5359

PRODUCTS: Groceries (Wholesale)

NAME: Qu'Appelle Valley Wholesalers Ltd.

ADDRESS:
1450 Park Street
Regina, Saskatchewan S4N 2G2

PHONE: (306) 352-8110 **FAX:** (306) 352-8338

PRODUCTS: Fresh fruit & vegetables (Free city delivery)

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS:
115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700

Or

ADDRESS:
Hussman Canada Limited
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Refrigeration equipment - new & used sales & service. Walk - in coolers, display gondolas, air conditioning, boilers & heating equipment, check - out stands. Shelving, design. Layouts & racking.

NAME: Alsort Store Fixtures & Interiors.

ADDRESS:
1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: New & used refrigeration equipment sales and service. Counters and displays. Walk-in coolers.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Grocery Showcase West

FREQUENCY: Annual - April (Trade) in Vancouver

ADDRESS:
Canadian Federation of Independent Grocers
902-2235 Sheppard Avenue E.
North York, Ontario M2J 5B5

CONTACT: Cara Carey, Show Manager

PHONE: (416) 492-2311 **FAX:** (416) 492-2342

PRODUCTS: Manufacturers & distributors of fresh, frozen, and convenience foods, beverages, imported specialty foods, health food, store equipment, as well as industry and service organizations.

WEB SITE: http://www.cfig.ca

E-MAIL: info@cfig.ca

NAME: Canadian Fine Food Show

FREQUENCY: Annual - March (Consumer) in Mississauga

ADDRESS:
Meteor Show Productions Incorporated
298 Sheppard Avenue East
North York, Ontario M2N 3B1

CONTACT: Ralph Weil, Show Manager

PHONE: (416) 229-2060 **FAX:** (416) 223-2826

PRODUCTS: Specialty foods

E-MAIL: weil@meteorshows.com

TRADE SHOWS

NAME: The Canadian Food & Beverage Show

FREQUENCY: Annual - February (Trade) in Mississauga

ADDRESS:
Canadian Restaurant & Foodservices Association
316 Bloor Street W.
Toronto, Ontario M5S 1W5

CONTACT: Pawla Lunney, Show Manager

PHONE: (416) 923-8416
Or 1-800-387-5649
FAX: (416) 923-1450

PRODUCTS: Variety of the food and beverage products for the food service industry.

E-MAIL: ecaabural@crfa.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: The Canadian Federation of Independent Grocers (CFIG)

ADDRESS: 2235 Sheppard Avenue E., Suite 902
Toronto, Ontario M2J 5B5

CONTACT: John F.T. Scott

PHONE: (416) 492-2311 **FAX:** (416) 492-2342
Or 1-800-661-2344

WEB SITE: www.cfig.ca

E-MAIL: info@cfig.ca

NAME: Canadian Horticulture Council (CHC)

ADDRESS: 1101 Prince of Wales Drive, Suite 310
Ottawa, Ontario K2C 3W7

CONTACT: Anne Fowlie, Executive Vice-President

PHONE: (613) 226-4187 **FAX:** (613) 226-2984

WEB SITE: http://www.hortcouncil.ca

E-MAIL: webmaster@hortcouncil.ca

NAME: Canadian Council of Grocery Distributors (CCGD)

ADDRESS: 300 Leo-Pariseau, Suite 1100
Montreal, Quebec H2W 2P4

CONTACT: Nick Jennery

PHONE: (514) 982-0267 **FAX:** (514) 982-0659

WEB SITE: www.ccgd.ca

TRADE ASSOCIATIONS

NAME:	Canadian Meat Council (CMC)		
ADDRESS:	Dow's Lake Court #410 875 Carling Ave Ottawa, Ontario	K1S 5P1	
CONTACT:	Robert Weaver, General Manager		
PHONE:	(613) 729-3911	**FAX:**	(613) 729-4997
WEB SITE:	http://www.cmc-cvc.com		
E-MAIL:	info@cmc-cvc.com		

Source: Directory of Associations in Canada, 2002, Micromedia Limited

TRADE JOURNALS

NAME: Grocer Today Magazine

FREQUENCY: Ten issues per year

ADDRESS: Canada Wide Magazines & Communications Ltd
4180 Loughheed Hwy, 4th Floor
Burnaby, BC V5C 6A7

PHONE: (604) 299-7311 **FAX:** (604) 299-9168

E-MAIL: circulation@canadawide.com

NAME: Western Grocer Magazine

FREQUENCY: Bi-monthly

ADDRESS: Mercury Publications Ltd
1839 Inkster Blvd
Winnipeg, Manitoba R2X 1R3

PHONE: (204) 697-0835 **FAX:** (204) 633-7784

E-MAIL: mp@mercury.mb.ca

NAME: Canadian Grocer

FREQUENCY: Monthly

ADDRESS: Rogers Media Publishing
777 Bay ST, 7th Floor
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5000 **FAX:** (416) 596-5158

WEB SITE: www.cdngrocer.com

NAME: Canadian Federation of Independent Grocer

ADDRESS: 2235 Sheppard Avenue East, Suite 902
Willowdale, Ontario M2J 5B5

PHONE: (416) 492-2311 **FAX:** (416) 492-2342

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Retail Commodity Survey

AUTHOR: Statistics Canada 63-541

USE: Patterns of Canadian consumer demands. Data on Canadian buying trends, past, present and future.

NAME: Retail Chain & Department Stores

FREQUENCY: Annual

AUTHOR: Statistics Canada 63-210

USE: Retail sales of chain & department store organizations by kind of business, by province, by selected localities by number of stores operated & by annual sales volume, statistics of cost of goods sold & gross margins, physical size, sales per square foot.

NAME: Food Market Commentary

FREQUENCY: Monthly

AUTHOR: Agriculture Canada

USE: Market share of stores by type, major food group. Other statistics such as age, employment status, family size, etc by area and region.

NAME: The Corner Grocery Store

AUTHOR: Catherine Otten
C/o Tech Data Publications [U.S.]

USE: Information on establishing a grocery store.

NAME: The Structure Food & Beverage Inc. Distribution Channels Study

AUTHOR: Agriculture Canada

USE: Lists the top 25 food producers. Information on consumer markets, dining trends, international competition, consumer expenditure survey, outlook on the future of the food industry by food category.

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6011 Supermarkets

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range								
Low Value ($ 000)	30	30	1401	30	674	1401	2605	
High Value ($ 000)	5000	1401	5000	674	1401	2605	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**78.5(A)**	**75.7**	**79.3**	**68.2**	**79.5**	**78.7**	**79.6**	**100.0**
Purchases and material	78.7(A)	74.4	79.9	66.4	78.4	79.2	80.2	100.0
Closing inventory	6.7(A)	6.0	6.9	3.9	7.1	7.0	6.8	89.2
	6.5(A)	7.4	6.3	5.7	8.2	6.5	6.2	89.2
Wages, salaries, and benefits	**10.2(A)**	**11.8**	**9.7**	**12.3**	**11.6**	**10.4**	**9.3**	**97.3**
Direct	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Indirect	10.2(A)	11.8	9.7	12.3	11.6	10.4	9.3	97.3
Occupancy expenses	**3.3(A)**	**4.3**	**3.1**	**5.7**	**3.5**	**4.9**	**2.5**	**97.3**
Depreciation	0.7(A)	0.6	0.7	0.3	0.8	1.0	0.5	81.1
Repairs and maintenance	0.6(A)	0.6	0.5	0.5	0.6	0.8	0.4	91.6
Fuel and oil	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Utilities	1.3(A)	2.1	1.1	2.7	1.8	1.5	0.9	89.2
Rent	0.7(B)	1.0	0.6	2.2	0.4	0.7	0.6	51.4
Financial expenses	**0.6(B)**	**1.3**	**0.4**	**2.3**	**0.8**	**0.6**	**0.4**	**94.6**
Interest and bank charges	0.4(B)	1.1	0.3	2.0	0.6	0.4	0.2	89.2
Professional fees	0.2(A)	0.2	0.2	0.3	0.2	0.2	0.1	91.9
General expenses	**1.5(A)**	**1.7**	**1.4**	**1.4**	**1.8**	**1.6**	**1.3**	**94.6**
Advertising	1.0(A)	1.1	0.9	1.0	1.1	1.2	0.8	89.2
Delivery expenses	0.3(A)	0.2	0.3	0.1	0.3	0.3	0.4	48.6
Insurance	0.2(A)	0.4	0.2	0.4	0.3	0.2	0.1	83.8
Other expenses	**3.6(A)**	**1.6**	**4.2**	**1.6**	**1.6**	**3.6**	**4.6**	**97.3**
Total expenses	**97.7(A)**	**96.3**	**98.1**	**91.6**	**98.8**	**99.0**	**97.7**	**100.0**
Net profit/loss	**2.3(A)**	**3.7**	**1.9**	**8.4**	**1.2**	**1.0**	**2.3**	**100.0**
Average number of paid employees	12.0	6.4	17.5	4.5	8.4	14.6	20.5	
FINANCIAL RATIOS								
Interest coverage ratio (times)	6.0	4.4	7.8	5.2	3.1	3.9	11.2	
Gross margin (percent)	11.3	12.5	11.0	19.5	8.9	10.8	11.1	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	77							
Gross operating revenue	1664.8(A)	651.6	2748.1	517.8	879.2	1737.5	3627.7	
Total expenses	1605.9(A)	611.3	2669.4	474.3	844.4	1692.3	3519.9	
Net profit	58.9(A)	40.3	78.7	43.6	34.8	45.3	107.8	
Non-Profitable								
Gross operating revenue	2057.0(A)	1216.4	2729.5	-	-	-	-	
Total expenses	2081.2(A)	1235.6	2757.7	-	-	-	-	
Net loss	-24.2(A)	-19.2	-28.2	-	-	-	-	
1995								
Profitable								
Percent of businesses	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	200							
Revenue Range								
Low Value ($ 000)	30	30	358	30	239	358	638	
High Value ($ 000)	5000	358	5000	239	358	638	5000	

SELECTED EXPENSE ITEMS (percent of gross operating revenue)

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	84.0(A)	75.9	85.8	71.4	77.3	83.2	87.1	99.5
Purchases and material	84.4(A)	75.5	86.4	69.2	77.5	82.2	87.9	99.0
Closing inventory	8.3(A)	6.2	8.8	7.2	5.9	5.3	10.0	97.7
	7.9(A)	6.6	8.2	9.3	5.7	5.3	9.3	97.7
Wages, salaries, and benefits	6.9(A)	8.5	6.5	8.6	8.5	7.2	6.3	86.3
Direct	0.1(B)	0.1	0.1	0.2	0.0	0.0	0.1	4.1
Indirect	6.9(A)	8.4	6.5	8.4	8.4	7.2	6.2	82.7
Occupancy expenses	3.8(A)	6.7	3.1	8.9	6.0	5.1	2.4	98.8
Depreciation	1.1(A)	1.3	1.0	1.9	1.1	1.7	0.8	81.6
Repairs and maintenance	0.6(A)	1.1	0.6	1.7	0.9	0.9	0.4	87.2
Fuel and oil	0.2(B)	0.9	0.2	0.2	0.0	0.8	0.0	5.6
Utilities	0.9(A)	2.0	0.7	2.8	1.8	0.5	0.8	66.5
Rent	0.9(B)	2.3	0.6	2.3	2.3	1.2	0.4	37.8
Financial expenses	0.9(A)	1.6	0.7	3.5	1.0	1.2	0.5	94.6
Interest and bank charges	0.6(A)	1.0	0.6	1.8	0.8	0.9	0.4	93.8
Professional fees	0.2(B)	0.5	0.1	1.6	0.2	0.2	0.1	79.6
General expenses	1.2(B)	1.7	1.1	4.5	0.8	1.5	1.0	94.4
Advertising	0.7(A)	0.8	0.7	1.9	0.4	0.7	0.7	89.3
Delivery expenses	0.3(B)	0.5	0.3	1.9	0.1	0.6	0.2	90.6
Insurance	0.2(A)	0.4	0.2	0.7	0.3	0.3	0.2	60.7
Other expenses	2.8(A)	6.7	2.0	9.8	6.0	1.6	2.1	96.9
Total expenses	99.6(A)	101.0	99.2	105.8	99.5	98.7	99.4	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Average number of paid employees	2.8	1.3	4.4	0.6	2.0	2.6	6.2	

FINANCIAL RATIOS

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	9.1	15.6	7.7	20.0	14.2	10.6	6.6	

PROFITABLE vs NON-PROFITABLE BUSINESSES (thousands of dollars)

	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
1997								
Profitable								
Percent of businesses	53							
Gross operating revenue	653.4(A)	230.6	1002.3	117.5	315.8	488.7	1478.7	
Total expenses	635.1(A)	219.8	978.0	101.9	308.5	469.4	1449.9	
Net profit	18.2(A)	10.9	24.3	15.6	7.3	19.3	28.8	
Non-Profitable								
Gross operating revenue	499.3(A)	199.3	870.5	91.6	338.6	517.7	1261.2	
Total expenses	514.2(A)	213.3	886.4	112.4	343.9	527.1	1284.3	
Net loss	-14.9(B)	-14.0	-15.9	-20.8	-5.3	-9.4	-23.2	
1995								
Profitable								
Percent of businesses	68							
Gross operating revenue	364.4(A)	113.5	552.8	81.6	162.9	371.0	666.7	
Total expenses	350.3(A)	106.1	533.7	76.1	152.6	352.4	647.3	
Net profit	14.1(A)	7.4	19.1	5.6	10.3	18.7	19.4	
Non-Profitable								
Gross operating revenue	219.5(A)	141.2	364.4	60.8	184.6	276.0	1094.3	
Total expenses	223.6(A)	144.1	370.5	65.4	186.6	280.4	1114.3	
Net loss	-4.0(B)	-2.9	-6.1	-4.6	-1.9	-4.4	-20.0	

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	204	30	-	204	-	
High Value ($ 000)	5000	204	5000	-	204	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	60.1(A)	47.8	63.5	-	-	-	-	100.0
Purchases and material	74.1(A)	58.7	78.4	-	-	-	-	100.0
Closing inventory	16.4(A)	16.1	16.5	-	-	-	-	51.7
	2.4(B)	5.1	1.6	-	-	-	-	44.8
Wages, salaries, and benefits	14.9(A)	12.2	15.4	-	-	-	-	92.8
Direct	-(F)	-	-	-	-	-	-	3.4
Indirect	14.6(A)	10.7	15.6	-	-	-	-	79.3
Occupancy expenses	8.0(A)	12.0	6.8	-	-	-	-	100.0
Depreciation	2.4(A)	3.4	2.2	-	-	-	-	82.8
Repairs and maintenance	1.4(A)	1.8	1.3	-	-	-	-	86.2
Fuel and oil	0.1(C)	0.6	0.0	-	-	-	-	10.3
Utilities	1.9(A)	2.7	1.6	-	-	-	-	58.6
Rent	2.1(B)	5.5	1.7	-	-	-	-	72.4
Financial expenses	3.4(A)	4.8	3.0	-	-	-	-	86.2
Interest and bank charges	2.7(A)	3.8	2.4	-	-	-	-	82.8
Professional fees	0.7(A)	1.0	0.6	-	-	-	-	86.2
General expenses	5.6(A)	2.3	6.5	-	-	-	-	100.0
Advertising	4.8(B)	1.6	5.7	-	-	-	-	93.1
Delivery expenses	0.4(A)	0.3	0.4	-	-	-	-	27.6
Insurance	0.3(A)	0.4	0.3	-	-	-	-	55.2
Other expenses	13.4(A)	11.7	13.9	-	-	-	-	100.0
Total expenses	105.3(A)	90.8	109.4	-	-	-	-	100.0
Net profit/loss	-5.3(C)	9.2	-9.4	-	-	-	-	100.0
Average number of paid employees	2.1	0.8	3.5	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-1.0	3.4	-2.9	-	-	-	-	
Gross margin (percent)	25.0	40.0	20.8	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	35							
Gross operating revenue	221.8(A)	102.8	479.0	-	-	-	-	
Total expenses	197.4(A)	82.6	445.5	-	-	-	-	
Net profit	24.4(A)	20.2	33.5	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	74							
Gross operating revenue	207.1(A)	75.6	327.4	42.4	99.2	219.4	487.0	
Total expenses	191.2(A)	65.3	306.2	36.2	86.0	201.9	460.4	
Net profit	16.0(A)	10.3	21.2	6.1	13.3	17.5	26.6	
Non-Profitable								
Gross operating revenue	285.6(A)	-	-	-	-	-	-	
Total expenses	294.1(A)	-	-	-	-	-	-	
Net loss	-8.5(A)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Custom Hardware Distributors Ltd.

ADDRESS: 2512 Dewdney Avenue
Regina, Saskatchewan S4R 1H7

PHONE: (306) 757-7989

NAME: Overhead Door Co. of Regina (1973) Ltd. & The Door Store

ADDRESS: 2510 - 3rd Avenue North
Regina, Saskatchewan S4R 5X5

PHONE: (306) 545-4040 **FAX:** (306) 775-2322
Or 1-800-552-8180

PRODUCTS: Front doors, frames, garage doors and hardware.

WEB SITE: www.doorsregina.com

E-MAIL: sales@doorsregina.com

NAME: Waco Western Hardware Ltd.

ADDRESS: 1680 McAra Street
Regina, Saskatchewan S4N 6H6

PHONE: (306) 757-2691

PRODUCTS: Architectural hardware, washroom accessories, metal and wooden doors/frames, toilet partitions, lockers, fire proof doors, chalkboard, corkboard, specialty items.

NAME: European Hardware Distributors Ltd.

ADDRESS: 5 - 1730 Quebec Avenue
Saskatoon, Saskatchewan S7K 1V9

PHONE: (306) 242-4105

PRODUCTS: Stains, lacquers, glass, handles, edging & banding material, drawer slides, concealed hinges, flap stays.

PRODUCT SOURCES

NAME: General Supply Co. Ltd.

ADDRESS: 1427 Scarth Street
Regina, Saskatchewan S4R 2G1

PHONE: (306) 525-2594

PRODUCTS: Full line hardware, chain, shovels, brooms, tools, cable, etc.

NAME: Shanahan's Saskatchewan Industries, Regina Branch

ADDRESS: 1743A McAra Street
Regina, Saskatchewan S4N 6H5

PHONE: (306) 359-7385 **FAX:** (306) 525-9168

PRODUCTS: Contract hardware - doors and locks.

NAME: PRO Hardware - D.H. Howden

ADDRESS: 3232 WhiteOak Road
P.O. Box 2485
London, Ontario N6A 4G8

CONTACT: Marketing Department

PHONE: (519) 686-2200 **FAX:** (519) 686-2202

PRODUCTS: Buying group/franchise chain - no fee, or royalty; market study, layout, inventory, training & advertising.

NAME: Federated Co-operatives Limited

ADDRESS: 401 - 22nd Street East,
Saskatoon, Saskatchewan S7K 0H2

PHONE: (306) 244-3311
Or

ADDRESS: 444 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 721-7070

PRODUCTS: Complete line of hardware, housewares, etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Store fixtures, layouts, design & racking.

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Acrylic fabrication, retail shelving & garment racks.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

NAME: Johnston Equipment Company Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layouts, design, metal shelving, racking, installation & warehouse equipment.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Allmar Distributors Limited

ADDRESS: 1680 McAra Street
Regina, Saskatchewan S4N 6H6

PHONE: (306) 522-1675 **FAX:** (306) 757-1976

PRODUCTS: Architectural hardware

NAME: C.P. Distributors Ltd.

ADDRESS: 75 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-8222 **FAX:** (306) 721-6466

PRODUCTS: Security systems, locks and keys, electronic hardware, steel doors and frames.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

CONTACT: Jon Bemister

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Shelving, layouts, racking & refrigeration.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Canadian Hardware & Building Materials Show

FREQUENCY: Annual - February (Trade) in Toronto

ADDRESS:
Canadian Retail Hardware Association
2121 Argentia Road, Suite #102
Mississauga, Ontario L5N 2X4

CONTACT: Shona Paterson

PHONE: (905) 821-3470 **FAX:** (905) 821-8946
Or 1-800-268-3965

PRODUCTS: Hardware, housewares, giftware, hand & power tools, lawn & garden, sporting goods, home improvement products, plumbing, electrical, paint & sundries, and automotive goods.

WEB SITE: http://www.crha.com

E-MAIL: crha@crha.com

NAME: National Hardware Show & National Building Products Show

FREQUENCY: Annual - August (Trade) in Chicago

ADDRESS:
Reed Exhibition
383 Main Ave.
Norwalk, CT 06851

CONTACT: Dennis MacDonnald

PHONE: (203) 840-5622 **FAX:** (203) 840-9622

PRODUCTS: Hardware, lawn, garden & outdoor products, housewares, automotive electrical, lighting, plumbing and building supplies.

WEB SITE: http://www.nationalhardwareshow.com

E-MAIL: mailto:info@NationalHardwareShow.com

TRADE SHOWS

NAME: D. H. Howden Convention & Buying Show

FREQUENCY: Annual – April & October (Trade) in Toronto

ADDRESS:
DH Howden Co Ltd.
3232 White Oak Road
London, Ontario N6A 4G8

CONTACT: Brad McKee

PHONE: (519) 686-2200 **FAX:** (519) 686-2202

PRODUCTS: Hardware and home building materials

E-MAIL: brad.mckee@dhhowden.com

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Retail Hardware Association (CRHA)

ADDRESS: 2121 Argentia Rd, Suite #102
Mississauga, Ontario L5N 2X4

CONTACT: Bob Elliot

PHONE: (905) 821-3470 **FAX:** (905) 821-8946
Or 1-800-268-3965

WEB SITE: http://www.crha.com

E-MAIL: crha@crha.com

NAME: Canadian Hardware and Housewares Manufacturers' Assoc. (CHHMA)

ADDRESS: 1335 Morningside Avenue, Suite 101
Toronto, Ontario M1B 5M4

CONTACT: Vaughn Crofford, President

PHONE: (416) 282-0022 **FAX:** (416) 282-0027

WEB SITE: www.chhma.ca

E-MAIL: info@chhma.ca

NAME: National Retail Hardware Association - USA

ADDRESS: 5822 West 74th Street
Indianapolis, IN 46278

CONTACT: Hal Marsolais, Executive Director

PHONE: (317) 290-0338 **FAX:** (317) 328-4354

WEB SITE: www.nhra.org

Source: Directory of Associations in Canada, 2002, Micromedia Limited

TRADE JOURNALS

NAME: Hardware & Home Centre Magazine

FREQUENCY: Eight issues per year

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035
Or 1-800-668-2374
FAX: (416) 442-2200

E-MAIL: ohscanada@corporatesoutham.ca

NAME: Home Improvement Retailing

FREQUENCY: Bimonthly

ADDRESS:
Powershift Communications Inc
245 Fairview Rd, Suite 501
Toronto, Ontario M2J 4T1

PHONE: (416) 494-4060
FAX: (416) 494-2536

E-MAIL: pwrshift@idirect.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Retail Trade

AUTHOR: Statistics Canada 63-005

USE: Monthly sales by province for chain stores, independent stores, or both.

NAME: Operating Results-Retail Hardware Stores

FREQUENCY: Irregular basis

AUTHOR: Statistics Canada 63-610

USE: Canadian/provincial operating results for incorporated and unincorporated categorized by size of firm.

NAME: Financial Survey (For Hardware and Bldg Supply Stores)

FREQUENCY: Annual

AUTHOR: Canadian Retail Hardware Association

ADDRESS: 6800 Campobello Road
Mississauga, Ontario L5N 2L8

PHONE: (905) 821-3470 **FAX:** (905) 821-8946

E-MAIL: crha@crha.com

USE: Financial operating data and ratios - prairie region.

NAME: Retail Chain and Department Stores

FREQUENCY: Annual

AUTHOR: Statistics Canada 63-210

USE: Retail sales of chain & dept. stores by kind of business, by province, by selected localities, by number of stores operated and by annual sales volume. Statistics on cost of goods sold & gross margins, physical size & sales per square foot (m).

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6531 - Hardware Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range								
Low Value ($ 000)	30	30	695	30	175	695	1130	
High Value ($ 000)	5000	695	5000	175	695	1130	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**69.2(A)**	**70.7**	**68.7**	**64.0**	**72.5**	**69.7**	**68.2**	**100.0**
Purchases and material	69.3(A)	72.5	68.4	73.5	72.2	69.4	67.9	100.0
Closing inventory	26.8(A)	27.4	26.6	30.7	26.5	34.2	22.3	84.1
	26.6(A)	25.6	26.9	21.2	26.8	34.5	22.7	79.5
Wages, salaries, and benefits	**12.6(A)**	**6.8**	**14.4**	**8.0**	**6.5**	**10.7**	**16.4**	**95.5**
Direct	0.0(B)	0.1	0.0	0.0	0.1	0.0	0.0	4.5
Indirect	12.6(A)	6.7	14.4	8.0	6.4	10.7	16.4	90.9
Occupancy expenses	**5.0(A)**	**5.7**	**4.8**	**6.3**	**5.5**	**3.4**	**5.7**	**100.0**
Depreciation	1.2(B)	2.7	0.7	1.3	3.1	1.0	0.6	90.9
Repairs and maintenance	0.3(A)	0.4	0.2	0.5	0.3	0.2	0.3	84.1
Fuel and oil	0.0(B)	0.2	0.0	0.3	0.1	0.0	0.0	15.9
Utilities	1.6(A)	1.9	1.5	2.9	1.6	1.7	1.4	93.2
Rent	1.9(B)	0.6	2.3	1.2	0.4	0.5	3.4	52.3
Financial expenses	**1.7(A)**	**1.9**	**1.6**	**1.7**	**2.0**	**2.0**	**1.4**	**95.5**
Interest and bank charges	1.3(A)	1.6	1.3	1.3	1.6	1.6	1.1	88.6
Professional fees	0.3(A)	0.3	0.3	0.4	0.3	0.4	0.3	84.1
General expenses	**4.1(A)**	**3.1**	**4.4**	**2.0**	**3.4**	**5.0**	**4.0**	**97.7**
Advertising	3.2(A)	2.0	3.6	0.9	2.2	3.6	3.5	97.7
Delivery expenses	0.5(B)	0.6	0.4	0.3	0.7	0.9	0.2	47.7
Insurance	0.4(A)	0.5	0.4	0.8	0.5	0.5	0.3	90.9
Other expenses	**5.5(A)**	**6.2**	**5.2**	**7.7**	**5.9**	**7.0**	**4.2**	**100.0**
Total expenses	**98.1(A)**	**94.5**	**99.2**	**89.7**	**95.8**	**97.8**	**99.9**	**100.0**
Net profit/loss	**1.9(B)**	**5.5**	**0.8**	**10.3**	**4.2**	**2.2**	**0.1**	**100.0**
Average number of paid employees	6.0	1.4	10.7	0.7	2.1	5.4	16.0	
FINANCIAL RATIOS								
Interest coverage ratio (times)	2.4	4.5	1.6	8.8	3.6	2.4	1.1	
Gross margin (percent)	18.2	22.5	16.9	28.0	21.0	19.5	15.4	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	91							
Gross operating revenue	674.8(A)	317.0	1017.9	135.4	516.7	761.3	1288.0	
Total expenses	655.4(A)	295.3	1000.8	120.2	487.9	742.9	1272.3	
Net profit	19.3(A)	21.7	17.1	15.2	28.8	18.4	15.7	
Non-Profitable								
Gross operating revenue	942.9(A)	-	-	-	-	-	-	
Total expenses	990.0(A)	-	-	-	-	-	-	
Net loss	-47.1(A)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	51							
Gross operating revenue	275.8(A)	124.2	377.0	65.6	174.7	312.4	497.8	
Total expenses	264.3(A)	116.4	362.9	61.3	163.8	298.1	484.1	
Net profit	11.6(A)	7.8	14.1	4.3	10.9	14.3	13.7	
Non-Profitable								
Gross operating revenue	358.2(B)	99.8	749.6	66.9	136.2	-	-	
Total expenses	365.3(B)	108.4	754.5	78.1	141.9	-	-	
Net loss	-7.1(B)	-8.6	-4.9	-11.2	-5.8	-	-	

PRODUCT SOURCES

NAME: Canadian Natural Products

ADDRESS: B15, 6020 - 2nd Street SE
Calgary, Alberta T2H 2L8

PHONE: (403) 252-0177 **FAX:** (403) 252-0176

PRODUCTS: Puget olive oils, Royal Command vinegars, Favols jams & jellies, Gia sun dried tomatoes, Al-badia precooked polenta & imported cheeses (low fat/low sodium).

NAME: Horizon Distributors

ADDRESS: 8335 Winston Street
Burnaby, British Columbia V5A 2H3

PHONE: (604) 420-6751
Or 1-800-663-1838 **FAX:** (604) 420-0178

PRODUCTS: Natural food, bulk, HBA, packaged, organic foods.

WEB SITE: http://www.horizondistributors.com/

E-MAIL: general@horizondistributors.com

NAME: Living Synergy

ADDRESS: 4A - 9843 2nd Street
Sydney, British Columbia V8L 3C7

PHONE: (250) 655-6604
Or 1-800-742-7519 **FAX:** (250) 655-3064

PRODUCTS: Health food products

WEB SITE: http://www.livingsynergy.com/

E-MAIL: info@livingsynergy.com

NAME: Marathon Natural Foods Limited

ADDRESS: 165 Waterloo
Penticton, British Columbia V2A 7J3

PHONE: (250) 493-7887
Or 1-800-663-6663 **FAX:** (250) 493-8993

PRODUCTS: Distributors of natural foods

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Manufacturer and distributors of store fixtures. Store layouts.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4751

PRODUCTS: Store planning, fixtures, layout & racking.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Design, layouts, shelving, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Grocery Showcase West

FREQUENCY: Annual - October (Trade)

ADDRESS: Canadian Federation of Independent Grocers
902-2235 Sheppard Avenue E
Willowdale, Ontario M2J 5B5

CONTACT: Cara Carey, Vice President

PHONE: (416) 492-2311 **FAX:** (416) 492-2342

PRODUCTS: Manufacturers & distributors of fresh, frozen, and convenience foods, beverages, imported specialty foods, health foods, store equipment, as well as industry and service organizations.

WEB SITE: http://www.cfig.ca

E-MAIL: info@cfig.ca

NAME: Canadian Fine Food Show

FREQUENCY: Annual - March (Consumer)

ADDRESS: Meteor Show Productions Incorporated
298 Sheppard Avenue E
North York, Ontario M2N 3B1

CONTACT: Ralph Weil, Show Manager

PHONE: (416) 229-2060 **FAX:** (416) 223-2826

PRODUCTS: Specialty Foods

E-MAIL: weil@meteorshows.com

TRADE SHOWS

NAME: Grocery Innovations Canada

FREQUENCY: Annual - October (Trade) in Toronto

ADDRESS:
Canadian Federation of Independent Grocers
902-2235 Sheppard Avenue E
Willowdale, Ontario M2J 5B5

CONTACT: Cara Carey, Vice President

PHONE: (416) 492-2311 **FAX:** (416) 492-2342

PRODUCTS: Manufacturers & distributors of fresh, frozen, and convenience foods, beverages, imported specialty foods, health foods, store equipment, as well as industry and service organizations.

WEB SITE: http://www.cfig.ca

E-MAIL: info@cfig.ca

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Health Food Association (CHFA)

ADDRESS: #205, 550 Alden Road
Markham, Ontario L3R 6A8

CONTACT: Serge Lavoie

PHONE: (905) 479-6939 **FAX:** (905) 479-1516
Or 1-800-661-4510

WEB SITE: http://www.chfa.ca

E-MAIL: admin@chfa.ca

NAME: Natural Products Marketing Council

ADDRESS: P.O. Box 550
Truro, Nova Scotia B2N 5E3

CONTACT: George Burris

PHONE: (902) 893-6511 **FAX:** (902) 895-9403

EMAIL: burrisgd@gov.ns.ca

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Food & Nutrition Letter

FREQUENCY: Monthly

ADDRESS: Rodale Press Inc.
33 East Minor Street
Emmaus, Pennsylvania 18098

PHONE: (215) 567-5171 **FAX:** (215) 967-6263

NAME: Organic Food Business News

FREQUENCY: Monthly

ADDRESS: Hotline Publishing & Public Relation
5329 Diplomat Circle
Orlando, Florida 32810

PHONE: (407) 628-1377 **FAX:** (407) 628-9935

NAME: Nutrition Action Newsletter

ADDRESS: Centre for Science in Public Interest
1875 Connecticut Avenue NW, Suite 300
Washington, DC 20009

PHONE: (202) 332-9110 **FAX:** (202) 265-4954

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

PRODUCT SOURCES

NAME: Alberta Importers and Distributors

ADDRESS: 4321 - 14th Street NE
Calgary, Alberta T2E 7A9

PHONE: (403) 250-3088 **FAX:** (403) 291-9534

PRODUCTS: Toys, games, models, kits, puzzles, party favours, Christmas orders

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NAME: Alberta Hobby - Craft Wholesale Limited

ADDRESS: 7290 - 11th Street South East
Calgary, Alberta T2H 2S9

PHONE: (403) 252-4177

PRODUCTS: Complete line of crafts & floral supplies.

NAME: Directory of Suppliers for Craft Materials

ADDRESS: Ontario Crafts Council
170 Bedford Road
Toronto, Ontario M5R 2K9

PHONE: (416) 925-4222

PRODUCTS: Pottery supplies and products.

WEB SITE: http://www.craft.on.ca/

NAME: Gales Wholesale Limited

ADDRESS: 1600 Elliot Street
Regina, Saskatchewan

PHONE: (306) 757-8545 **FAX:** (306) 359-7017

PRODUCTS: An unbelievable selection of hobby & craft supplies.

WEB SITE: www.galeswholesale.com

PRODUCT SOURCES

NAME: Lewiscraft Corporation

ADDRESS: 40 Commander Boulevard
Scarborough, Ontario M1S 3S2

PHONE: (416) 291-8406 **FAX:** (416) 291-3876

PRODUCTS: Complete arts and crafts supplies (annual catalogue).

WEB SITE: http://www.lewiscraft.ca/

NAME: Shaben International Inc.

ADDRESS: 14735 124th Avenue
Edmonton, Alberta T5L 3B2

PHONE: (204) 452-3830 **FAX:** (204) 455-9728

PRODUCTS: Toys, stationary, Timex & Memorex, Expert toy/stationary

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NAME: Bluepath Industries Limited

ADDRESS: 15022 116th Avenue
Edmonton, Alberta T5M 3T4

PHONE: (204) 454-2086
Or 1-800-463-2388 **FAX:** (780) 452-0068

PRODUCTS: Manufacturers of "CHUNKIE" children's markers, face paints, "TEAM SPIRIT" face paints, "ROYAL" Bingo Daubers

WEB SITE: http://www.bluepath.com

E-MAIL: bluepath@telusplanet.net

PRODUCT SOURCES

NAME: Fisher Price Inc. (Mattel Canada Inc.)

ADDRESS: 6155 Freemont Blvd.
Mississauga, Ontario L5R 3W2

PHONE: (905) 501-0404
Or 1-800-567-7724

PRODUCTS: Fisher Price toys

WEB SITE: http://www.fisher-price.com

NAME: Model Craft Inc.

ADDRESS: 4312 Norfolk Street
Burnaby, British Columbia V5G 4J9

PHONE: (604) 437-1166 **FAX:** (604) 437-1164

PRODUCTS: Academy plastic model kits, Estes & Quest model rockets.

WEB SITE: www.modelcraft.com

E-MAIL: info@modelcraft.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Manufacturers and distributors of store fixtures. Store layouts.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Store planning, fixtures, equipment, shelving design, layouts & racking.

TRADE SHOWS

NAME:	Creative Sewing and Needlework Festival		
FREQUENCY:	Bi-annual - spring & fall (Consumer) in Mississauga & Toronto		
ADDRESS:	International Showcase Associates Inc. 15 Wertheim Court, Suite 502 Richmond Hill, Ontario	L4B 3H7	
CONTACT:	Rita Gramsch, Show Manager		
PHONE:	(905) 709-0100 Or 1-800-291-2030	**FAX:**	(905) 709-0079
PRODUCTS:	Tools, techniques & inspiration for sewing, knitting, quilting, spinning, needlework and crafts. Fabrics, yarns, patterns, notions, trimmings, sewing, knitting machines, sergers, etc.		
WEB SITE:	www.csnf.com		

NAME:	Craft-Expo 2002		
FREQUENCY:	Annual - spring (Consumer) in Sudbury & Timmins		
ADDRESS:	DAC Marketing Limited PO Box 2837 Station A Sudbury, Ontario	P3A 5J3	
CONTACT:	Darren A. Ceccarelli		
PHONE:	(705) 668-2260 or 673-5588	**FAX:**	(705) 525-0626
PRODUCTS:	Woodwork, pottery, quilting, stained glass, country crafts, knitting, ceramics, paintings, leatherwork, and floral.		
E-MAIL:	dac@vianet.on.ca		

TRADE SHOWS

NAME: The Hobby Show

FREQUENCY: Semi-annual - November (Consumer & Trade) in Mississauga

ADDRESS:
The Hobby Show Inc
7 Avon Court
Whitby, Ontario L1N 3H2

CONTACT: Ted Curl, President

PHONE: (905) 428-6466 **FAX:** (905) 666-8316

PRODUCTS: Woodwork, radio control cars, planes, helicopters & boats, model railroads, steam engines, ceramics, bunka, tole painting, folk art, quilting, sewing, needlework.

WEB SITE: http://www.thehobbyshow.com

E-MAIL: hobby@thehobbyshow.com

NAME: Our Best To You Art & Craft Sale

FREQUENCY: Annual – November (Consumer) in Regina

ADDRESS:
Our Best To You Art & Craft Sale
PO Box 431
Okotoks, Alberta T0L 1T0

PHONE: (403) 938-8102 **FAX:** (403) 938-8102

PRODUCTS: Hand-made arts and crafts.

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Craft and Hobby Association (CCHA)

ADDRESS: #24 1410 40th Ave NE
Calgary, Alberta T2E 6L1

CONTACT: Shirley Cockerton, Executive Director

PHONE: 403-291-0559 **FAX:** (403) 291-0675
Or 1-888-991-0559

WEB SITE: http://www.cdncraft.org

E-MAIL: ccha@cadvision.com

NAME: Canadian Crafts Federation (CCF)

ADDRESS: C/o: Canadian Crafts Council
#300 170 Bedford Rd
Toronto, Ontario M5R 2K9

CONTACT: Robert Jekyll, President

PHONE: (416) 925-4222 **FAX:** (416) 925-4223

WEB SITE: http://www.canadiancraftsfederation.ca

E-MAIL: info@canadiancraftsfederation.ca

NAME: Saskatchewan Crafts Council (CCC)

ADDRESS: 813 Broadway Avenue
Saskatoon, Saskatchewan S7N 1B5

PHONE: (306) 653-3616 **FAX:** (306) 244-2711

WEB SITE: http://www.saskcraftcouncil.org

TRADE ASSOCIATIONS

NAME: Saskatchewan Arts Board

ADDRESS: 2135 Broad St
Regina, Saskatchewan S4P 3V7

CONTACT: Terry Schwalm, President

PHONE: (306) 787-4056
Or 1-800-667-7526

FAX: (306) 787-4199

WEB SITE: www.artsboard.sk.ca

E-MAIL: sab@artsboard.sk.ca

Source: Directory of Associations in Canada, 2002, Micromedia Limited

TRADE JOURNALS

NAME: Canadian Ceramics Quarterly

FREQUENCY: Quarterly

ADDRESS: Canadian Ceramics Society
2175 Sheppard Avenue East, Suite 310
Willowdale, Ontario M2J 1W8

PHONE: (416) 491-2886 **FAX:** (416) 491-1670

NAME: Toys & Games

FREQUENCY: Bimonthly

ADDRESS: Chelsie Communications Inc
61 Alness St, Suite 224
North York, Ontario M3J 2H2

PHONE: (416) 663-9229 **FAX:** (416) 663-2353

E-MAIL: toymag@idirect.com

NAME: The Toy Book

ADDRESS: Adventure Publishing Group Inc.
1501 Broadway, Suite 500
New York, New York 10036

PHONE: (212) 575-4510 **FAX:** (212) 575-4521

COMMENTS: Serves toy/gift retailers & toy manufacturers, wholesalers & distributors

E-MAIL: toybook@aol.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	87	30	-	87	130	
High Value ($ 000)	5000	87	5000	-	87	130	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**54.4(A)**	**44.1**	**57.4**	-	-	**50.0**	**60.2**	**100.0**
Purchases and material	58.8(A)	51.8	60.8	-	-	56.3	62.5	100.0
Closing inventory	15.8(B)	29.2	11.9	-	-	8.3	13.2	41.2
	11.4(B)	21.5	8.5	-	-	2.0	10.9	35.3
Wages, salaries, and benefits	**9.0(A)**	**12.5**	**7.9**	-	-	**5.7**	**8.8**	**82.4**
Direct	3.0(C)	9.7	1.0	-	-	1.4	0.9	29.4
Indirect	6.0(A)	2.9	6.9	-	-	4.3	7.8	52.9
Occupancy expenses	**13.7(A)**	**13.0**	**13.9**	-	-	**22.4**	**10.6**	**94.1**
Depreciation	4.0(A)	1.3	4.7	-	-	13.3	1.5	76.5
Repairs and maintenance	0.6(B)	1.1	0.4	-	-	0.8	0.2	64.7
Fuel and oil	0.0(A)	0.0	0.0	-	-	0.0	0.1	11.8
Utilities	2.3(B)	2.6	2.2	-	-	5.2	1.1	70.6
Rent	6.8(B)	7.9	6.4	-	-	3.1	7.7	76.5
Financial expenses	**3.4(A)**	**2.7**	**3.6**	-	-	**4.2**	**3.4**	**94.1**
Interest and bank charges	2.9(A)	1.8	3.2	-	-	3.7	3.0	94.1
Professional fees	0.5(B)	0.9	0.4	-	-	0.5	0.4	76.5
General expenses	**4.9(A)**	**2.8**	**5.6**	-	-	**3.3**	**6.4**	**94.1**
Advertising	4.4(A)	2.3	5.0	-	-	1.9	6.1	94.1
Delivery expenses	0.1(A)	0.0	0.2	-	-	0.4	0.1	23.5
Insurance	0.4(B)	0.5	0.4	-	-	1.0	0.2	64.7
Other expenses	**7.6(A)**	**11.2**	**6.6**	-	-	**6.2**	**6.7**	**100.0**
Total expenses	**92.9(A)**	**86.2**	**94.9**	-	-	**91.7**	**96.1**	**100.0**
Net profit/loss	**7.1(B)**	**13.8**	**5.1**	-	-	**8.3**	**3.9**	**100.0**
Average number of paid employees	0.7	0.5	1.0	-	-	0.4	1.5	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.5	8.8	2.6	-	-	3.3	2.3	
Gross margin (percent)	36.7	43.4	34.7	-	-	44.4	31.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	**76**							
Gross operating revenue	**92.5(A)**	**52.6**	**129.0**	-	-	**103.0**	**160.3**	
Total expenses	**78.7(A)**	**41.5**	**112.8**	-	-	**92.9**	**136.9**	
Net profit	**13.7(A)**	**11.1**	**16.1**	-	-	**10.1**	**23.4**	
Non-Profitable								
Gross operating revenue	**211.8(B)**	-	-	-	-	-	-	
Total expenses	**219.9(B)**	-	-	-	-	-	-	
Net loss	**-8.0(B)**	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	**73**							
Gross operating revenue	**170.9(B)**	**60.4**	**281.3**	**38.1**	**78.9**	**138.0**	**416.8**	
Total expenses	**164.1(B)**	**52.4**	**275.7**	**28.5**	**72.3**	**133.4**	**410.2**	
Net profit	**6.8(B)**	**8.0**	**5.6**	**9.6**	**6.7**	**4.6**	**6.6**	
Non-Profitable								
Gross operating revenue	**169.5(C)**	-	-	-	-	-	-	
Total expenses	**182.5(C)**	-	-	-	-	-	-	
Net loss	**-13.1(A)**	-	-	-	-	-	-	

PRODUCT SOURCES

NAME:	Dairyworld Foods		
ADDRESS:	445 Winnipeg Street Regina, Saskatchewan		
PHONE:	(306) 924-1350	**FAX:**	(306) 924-1342
PRODUCTS:	Dairy products		

NAME:	Western Grocers Limited	
ADDRESS:	921 Broad Street Regina, Saskatchewan	S4R 8G9
PHONE:	(306) 525-5262	
PRODUCTS:	Groceries, meats & sundries.	

NAME:	MacDonalds Consolidated		
PHONE:	(Inquiries) 1-888-667-9810 (Orders) 1-800-565-5425	**FAX:**	1-800-661-7610
PRODUCTS:	Grocery, variety products, frozen foods		

NAME:	Chef-Redi Meats Incorporated	
ADDRESS:	11 - 501 45th Street W Saskatoon, Saskatchewan	S7L 5Z9
PHONE:	(306) 665- 3266 Or 1-800-667-3975	

PRODUCT SOURCES

NAME: Fellinger J. & Son's Meats

ADDRESS: 1801 Quebec Street
Regina, Saskatchewan S4P 1J6

PHONE: (306) 522-7508 Or (306) 692-8833 (Moose Jaw)

NAME: Fuhrman Meats (1978) Limited

ADDRESS: 606 Henderson Drive
Regina, Saskatchewan S4N 5X3

PHONE: (306) 721-6661 **FAX:** (306) 721-0012

NAME: Harvest Meats Co. Ltd.

ADDRESS: 501 York Road West
Yorkton, Saskatchewan S4N 5X3

PHONE: (306) 783-9446 Or 1-800-667-1496

NAME: Tendercut Meats TC 20000 Inc.

ADDRESS: 1211 Winnipeg Street
Regina, Saskatchewan S4R 1K1

PHONE: (306) 546-4400

NAME: Mitchell's Gourmet Foods Inc.

ADDRESS: 3003 11th St West
P.O. Box 850
Saskatoon, Saskatchewan S7K 3V4

PHONE: (306) 382-2210 **FAX:** (306) 931-4315

WEB SITE: http://www.mitchellsgourmetfoods.com/

E-MAIL: mgfmail@mitchellsgourmetfoods.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, refrigeration units & racking.

WEB SITE: www.alsort.com

E-MAIL: Alsort@sk.sympatico.sk.ca

NAME: Geanel Restaurant Equipment Limited

ADDRESS: 611 Park Street
Regina, Saskatchewan S4N 5N1

PHONE: (306) 721-7414
Or (306) 721-4901 **FAX:** (306) 721-4900

PRODUCTS: All major equipment lines, planning, design, leases.

NAME: Russell Food Equipment Limited

ADDRESS: 1475 Rose Street
Regina, Saskatchewan S4R 2A1

PHONE: (306) 525-3333 **FAX:** (306) 757-3551

PRODUCTS: Planning, leasing food equipment, supplies, sales & service of new and used equipment.

TRADE SHOWS

NAME: HostEx 200X

FREQUENCY: Annual - October (Trade)

ADDRESS:
Canadian Restaurant & Foodservices Association
316 Bloor Street West
Toronto, Ontario M5S 1W5

CONTACT: Edwin Cabural, Show Manager

PHONE: (416) 923-8416
Or 1-800 387-5649
FAX: (416) 923-1450

PRODUCTS: Food & beverage products, equipment and services for food/service & accommodation industries.

WEB SITE: http://www.hostexshow.com/

E-MAIL: ecabural@crfa.ca

NAME: Centrex

FREQUENCY: Annual - October (Trade)

ADDRESS:
Manitoba Hotel Association
1505 - 155 Carlton St
Winnipeg, Manitoba R3C 3H8

CONTACT: Jerry Weir, Show Manager

PHONE: (204) 942-0671
FAX: (204) 942-6719

PRODUCTS: Food products, equipment and services for hotels, restaurants, motels, institutions, hospitals & industrial caterers.

WEB SITE: http://www.centrex.mb.ca/

E-MAIL: mailto:info@manitobahotelassociation.ca

TRADE SHOWS

NAME: Hospitality Trade Exposition

FREQUENCY: Annual - November (Trade)

ADDRESS:
Lemaire & Co. Event Management
224 – 1857 W. 4th Ave
Vancouver, British Colombia V6J 1M4

CONTACT: Cindy Lemaire, Show Manager

PHONE: (604) 736-3118 **FAX:** (604) 730-6968

PRODUCTS: Beverages, furniture, bedding, lighting, sound equipment and insurance.

WEB SITE: http://www.hospitality-trade.com/

E-MAIL: info@hospitality-trade.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Hotels Association of Saskatchewan

ADDRESS: 1054 Winnipeg Street
Regina, Saskatchewan S4R 8P8

CONTACT: Bill Nelson, Executive Director

PHONE: (306) 522-1664 **FAX:** (306) 525-1944

WEB SITE: http://www.hotelsofsask.com/

E-MAIL: lorane.hac@sk.sympatico.ca

NAME: Hotels Association of Canada Inc. (HAC)

ADDRESS: #1206, 130 Albert Street
Ottawa, Ontario K1P 5G4

CONTACT: Anthony P. Polland, President

PHONE: (613) 237-7149 **FAX:** (613) 237-8928

WEB SITE: http://www.hotels.ca/

E-MAIL: hac@hotels.ca

NAME: Tourism Saskatchewan

ADDRESS: 1922 Park Street
Regina, Saskatchewan S4P 3V7

PHONE: (306) 787-2300 Fax (306) 787-0715
Or 1-877-237-2273

WEB SITE: http://www.sasktourism.com/

E-MAIL: travel.info@sasktourism.com

TRADE ASSOCIATIONS

NAME: Canadian Restaurant & Foodservices Association (CRFA)

ADDRESS: 316 Bloor Street West
Toronto, Ontario M5S 1W5

PHONE: (416) 923-8416
Or 1-800-387-5649
FAX: (416) 923-1450

WEB SITE: www.crfa.com

E-MAIL: info@crfa.com

Source: Directory or Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Hospitality Today

FREQUENCY: Bimonthly

ADDRESS: Canada Wide Magazine & Communications Ltd
4180 Loughheed Hwy, 4th Floor
Burnaby, BC V5C 6A7

PHONE: (604) 299-7311 **FAX:** (604) 299-9188

E-MAIL: circulation@canadawide.com

NAME: Journal of Hospitality & Tourism Administration

FREQUENCY: Quarterly

ADDRESS: The Howard Press Inc
10 Alice St
Binghamtom, New York 13904-1580

PHONE: (607) 722-5857
Or 1-800-429-6784 **FAX:** (607) 722-6362

E-MAIL: getinfo@howardpress.com

NAME: Foodservices and Hospitality Magazine

FREQUENCY: Monthly

ADDRESS: Kostuch Publications Ltd
23 LesMill Road, Suite 101
New York, Ontario M3B 3P6

PHONE: (416) 447-0888 **FAX:** (416) 447-5333

WEB SITE: www.foodservice.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Restaurant, Caterer and Tavern Receipts

FREQUENCY: Monthly

AUTHOR: Statistics Canada - 63-011

USE: Receipts by chain / independent and kind of business.

ISSN: 0226-2320 (International Standard Serial Number)

NAME: Restaurant Industry Operations Report

AUTHOR: Distribution Centre
1 School Street
Glen Cove, New York 11542

PHONE: (202) 331-5900

USE: Information on operations by restaurant type, location, sales volume, etc.

NAME: Canadian Hotel & Restaurant

FREQUENCY: Annual

AUTHOR: Kostuch Communications Ltd
23 LesMills Road, Suite 101
Don Mills, Ontario M3B 3P6

USE: Market Data

NAME: Market Watch - Wine, Spirits & Beer

PUBLISHERS: M. Shanken Communications Inc.

ADDRESS: 387 Park Ave. South, 8th Floor
New York, New York

PHONE: (212) 684-4224 **FAX:** (212) 684-5424

COMMENTS: Identifies trends in the alcohol industry and future growth areas for restaurants, hotels and retailers

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TRAINING & STANDARDS

NAME: Tourism Saskatchewan
Saskatchewan Tourism Education Council (STEC)

ADDRESS: 101, 230 - 22nd Street East
Saskatoon, Saskatchewan S7K 0E9

PHONE: (306) 933-5900 **FAX:** (306) 933-6250

PROGRAMS: It's Good Business

Train the Trainer

Survival for Supervisors

Market Ready: Are you ready for Eco-Tourism?

Saskatchewan Best

Certification in 29 Occupations

Tourism Careers for Youth Program

Career Awareness

Positively Outrageous Seminars
- Team Building 1 & 2
- Establishing Rapport with Customers
- Conflict Resolution
- Stress Management
- Barriers to Listening and Communication
- Supervisory and Management Communications
- Making Customer Complaints Positive
- Frontline Staff Communications
- Table Service Techniques
- Food & Beverage Server Suggestive Selling
- Front Desk Agent Suggestive Selling Techniques
- Hire and Inspire

Videos (for rent)

Resource Library

Contact STEC for detailed information on the above programs.

REGULATIONS

REFERENCE:	Saskatchewan regulation 213/79
	Public Health Act - Section 73. Chapter P-37 Reg #3.
	Public Eating Establishment Standards
	Saskatchewan Dept. of Health Chapter P-37 REG 1, The Public Health Act, [The swimming pool regulations]

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC Q9110 - Hotels, Motels and Tourist Courts

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	210							
Revenue Range								
Low Value ($ 000)	30	30	218	30	118	218	448	
High Value ($ 000)	5000	218	5000	118	218	448	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	35.6(A)	11.5	39.6	8.9	12.8	45.1	37.9	70.9
Purchases and material	35.1(A)	11.3	39.0	8.2	12.8	44.5	37.3	70.9
Closing inventory	1.3(A)	0.5	1.5	0.6	0.5	1.7	1.4	39.8
	1.8(A)	0.7	2.0	1.2	0.5	2.3	1.9	43.2
Wages, salaries, and benefits	21.4(A)	22.9	21.2	14.6	27.1	20.4	21.5	93.2
Direct	0.6(A)	0.1	0.7	0.0	0.1	0.1	0.9	4.4
Indirect	20.8(A)	22.9	20.5	14.6	27.0	20.3	20.5	90.8
Occupancy expenses	15.3(A)	26.5	13.4	30.0	24.7	10.1	14.5	100.0
Depreciation	5.8(A)	7.7	5.5	8.2	7.4	3.9	6.0	85.9
Repairs and maintenance	3.0(A)	6.4	2.4	7.9	5.7	2.3	2.5	96.6
Fuel and oil	0.1(A)	0.1	0.1	0.2	0.1	0.0	0.1	7.8
Utilities	5.8(A)	11.7	4.9	12.7	11.3	3.7	5.2	74.8
Rent	0.6(B)	0.5	0.6	1.1	0.2	0.2	0.7	25.2
Financial expenses	5.2(A)	8.4	4.7	10.1	7.6	2.6	5.3	96.6
Interest and bank charges	4.5(A)	7.4	4.1	9.2	6.5	1.8	4.8	89.8
Professional fees	0.7(A)	1.1	0.6	0.9	1.1	0.7	0.6	86.9
General expenses	3.2(A)	4.3	3.0	3.3	4.8	2.3	3.2	98.5
Advertising	1.6(A)	2.0	1.5	1.4	2.3	1.4	1.6	93.7
Delivery expenses	0.5(B)	1.5	0.3	0.6	2.0	0.3	0.3	23.3
Insurance	1.1(A)	0.7	1.1	1.2	0.4	0.6	1.3	67.0
Other expenses	14.0(A)	17.3	13.5	18.5	16.7	11.1	14.2	99.0
Total expenses	94.7(A)	90.9	95.3	85.3	93.6	91.6	96.5	100.0
Net profit/loss	5.3(A)	9.1	4.7	14.7	6.4	8.4	3.5	100.0
Average number of paid employees	7.7	2.4	12.9	1.0	3.7	6.0	19.9	
FINANCIAL RATIOS								
Interest coverage ratio (times)	2.2	2.2	2.1	2.6	2.0	5.6	1.7	
Gross margin (percent)	43.0	65.6	39.2	76.5	60.1	34.6	40.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	85							
Gross operating revenue	411.2(A)	133.5	692.9	88.7	167.5	365.5	1081.9	
Total expenses	377.5(A)	119.1	639.6	70.3	156.2	329.6	1007.9	
Net profit	33.7(A)	14.3	53.3	18.4	11.3	35.9	74.0	
Non-Profitable								
Gross operating revenue	644.0(B)	80.5	1163.9	68.5	188.4	293.9	1486.2	
Total expenses	676.7(B)	85.9	1221.7	73.5	197.3	325.1	1553.9	
Net loss	-32.7(B)	-5.4	-57.8	-5.0	-9.0	-31.2	-67.7	
1995								
Profitable								
Percent of businesses	75							
Gross operating revenue	264.6(A)	103.1	376.0	49.5	137.3	195.6	578.5	
Total expenses	245.4(A)	92.7	350.6	40.6	125.8	184.6	537.0	
Net profit	19.3(B)	10.4	25.4	8.8	11.4	11.0	41.5	
Non-Profitable								
Gross operating revenue	180.2(B)	73.2	557.1	63.0	94.8	228.9	675.8	
Total expenses	187.3(B)	77.5	573.8	67.1	99.3	240.1	694.5	
Net loss	-7.0(B)	-4.3	-16.7	-4.2	-4.6	-11.2	-18.7	

http://strategis.ic.gc.ca/cgi-bin/sc_mrksv/contact/sbp/sbp_e.cgi

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC Q9113 - Tourist Courts and Cabins

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	30	30	-	30	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**17.7(B)**	-	-	-	-	-	-	**69.2**
Purchases and material	17.2(B)	-	-	-	-	-	-	69.2
Closing inventory	0.7(B)	-	-	-	-	-	-	30.8
	1.2(B)	-	-	-	-	-	-	30.8
Wages, salaries, and benefits	**13.2(A)**	-	-	-	-	-	-	**100.0**
Direct	0.0(A)	-	-	-	-	-	-	0.0
Indirect	13.2(A)	-	-	-	-	-	-	100.0
Occupancy expenses	**33.4(A)**	-	-	-	-	-	-	**100.0**
Depreciation	13.0(A)	-	-	-	-	-	-	100.0
Repairs and maintenance	7.0(B)	-	-	-	-	-	-	100.0
Fuel and oil	0.3(B)	-	-	-	-	-	-	30.8
Utilities	12.1(B)	-	-	-	-	-	-	84.6
Rent	0.9(B)	-	-	-	-	-	-	53.8
Financial expenses	**6.1(B)**	-	-	-	-	-	-	**100.0**
Interest and bank charges	4.9(B)	-	-	-	-	-	-	100.0
Professional fees	1.3(A)	-	-	-	-	-	-	100.0
General expenses	**7.8(B)**	-	-	-	-	-	-	**100.0**
Advertising	3.4(A)	-	-	-	-	-	-	100.0
Delivery expenses	2.9(C)	-	-	-	-	-	-	15.4
Insurance	1.5(A)	-	-	-	-	-	-	69.2
Other expenses	**19.2(A)**	-	-	-	-	-	-	**100.0**
Total expenses	**97.4(A)**	-	-	-	-	-	-	**100.0**
Net profit/loss	**2.6(C)**	-	-	-	-	-	-	**100.0**
Average number of paid employees	1.1	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	1.5	-	-	-	-	-	-	
Gross margin (percent)	69.1	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	33							
Gross operating revenue	167.4(A)	-	-	-	-	-	-	
Total expenses	153.3(A)	-	-	-	-	-	-	
Net profit	14.1(A)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	73							
Gross operating revenue	89.4(B)	46.5	139.3	-	-	-	-	
Total expenses	81.5(B)	43.6	125.6	-	-	-	-	
Net profit	7.9(B)	2.9	13.7	-	-	-	-	
Non-Profitable								
Gross operating revenue	141.1(A)	-	-	-	-	-	-	
Total expenses	154.9(A)	-	-	-	-	-	-	
Net loss	-13.8(A)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Mario's Gelati Italian Ice Cream
(Factory and Wholesale Store)

ADDRESS: 88 East 1st Avenue
Vancouver, British Columbia V5T 1A1

PHONE: (604) 879-9411 **FAX:** (604) 879-0435

PRODUCTS: Natural Italian ice cream (made to order specialty ice cream). Wholesale & retail.

WEB SITE: http://www.mariosgelati.com

E-MAIL: amatog@mariosgelati.com

NAME: Dairy World Foods

ADDRESS: 425 Winnipeg Street
Regina, Saskatchewan S4R 8P2

PHONE: (306) 924-1350
Or 1-877-341-8700 **FAX:** (306) 924-1352

Or

ADDRESS: 122 Wakooma Street
Saskatoon, Saskatchewan S7K 3J7

PHONE: (306) 668-6833
Or 1-888-568-2858 **FAX:** (306) 664-0284

PRODUCTS: Ice cream & a variety of other dairy products.

NAME: Beatrice Foods Inc.

ADDRESS: 520 - 46th Street E
Saskatoon, Saskatchewan S7K OW9

PHONE: (306) 934-5353 **FAX:** (306) 933-3194

WEB SITE: http://www.beatrice.ca/

PRODUCT SOURCES

NAME: MacDonalds Consolidated

PHONE: 1-800-565-5425 (order desk) **FAX:** 1-800-661-7610
1-888-697-5400 (inquiries)

PRODUCTS: Wholesale grocery, variety produce and frozen food.

NAME: Royal Oak Dairy Limited

ADDRESS: 759 Vanalman Avenue
Victoria, British Columbia V8Z 3B8

PHONE: (250) 479-5097 **FAX:** (250) 479-4468

PRODUCTS: Full line of quality dairy products

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Hussman Canada Inc.		
ADDRESS:	115 Kress Street Regina, Saskatchewan	S4N 5X8	
PHONE:	(306) 721-2700	**FAX:**	(306) 721-4711
	Or		
ADDRESS:	Hussman Canada Inc. Saskatoon, Saskatchewan		
PHONE:	(306) 934-4440		
PRODUCTS:	Hill and Kelvinator display cases, coolers, freezers, shelving, planning, layouts, softserve shake, yogurt & slush machines (Electrofreeze).		

NAME:	Boyd's Coffee		
ADDRESS:	297 Mill Street Regina, Saskatchewan	S4P 3N8	
PHONE:	(306) 757-2490	**FAX:**	(306) 757-2491
PRODUCTS:	Softserve machines, dipping cabinets, yogurt freezers, slush freezers, shake machines, batch makers, cones, toppings, sundae dishes, banana boats & accessories.		

NAME:	Arco Equipment Sales Limited		
ADDRESS:	339 - 103rd Street East Saskatoon, Saskatchewan	S7N 1Y9	
PHONE:	(306) 374-8292 (306) 374-1188 (repair & parts) Or 1-800-313-2726	**FAX:**	(306) 477-2434
PRODUCTS:	Distributor for Sam Serv (manufacturer) ice cream equipment.		

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Food Equipment Ltd.

ADDRESS: 3047B Millar Avenue
Saskatoon, Saskatchewan S7K 3N8

PHONE: (306) 933-2255 **FAX:** (306) 933-3191
Or 1-800-681-3565

PRODUCTS: Soft & hard ice cream, flavour injector, slush, yogurt & shake mix and machines. Leasing available O.A.C.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, refrigeration units & racking.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Geanel Restaurant Equipment Limited

ADDRESS: 611 Park Street
Regina, Saskatchewan S4N 5N1

PHONE: (306) 721-7414 **FAX:** (306) 721-4900

PRODUCTS: All major equipment lines, planning, design, leases.

NAME: Russell Food Equipment Limited

ADDRESS: 1475 Rose Street
Regina, Saskatchewan S4R 2A1

PHONE: (306) 525-3333 **FAX:** (306) 757-3551

PRODUCTS: Planning, leasing food equipment, supplies, sales & service of new and used equipment.

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Western Custom Build Products (P.A.) Ltd.
ADDRESS:	325 17th Street West Prince Albert, Saskatchewan S6V 3X6
PHONE:	(306) 764-5544
PRODUCTS:	The kitchen experts. Custom kitchen builders.

TRADE SHOWS

NAME: Hostex 200X

FREQUENCY: Annual - October (Trade)

ADDRESS: Canadian Restaurant & Food Services Association
316 Bloor Street
Toronto, Ontario M5S 1W5

CONTACT: Edwin Cabural, Show Manager

PHONE: (416) 923-8416 **FAX:** (416) 923-1450
Or 1-800 387-5649

PRODUCTS: Food & beverage products, equipment and services for food/service & accommodation industries.

WEB SITE: http://www.hostexshow.com/

E-MAIL: ecabural@crfa.ca

NAME: ApEx 200X

FREQUENCY: Annual - March (Trade)

ADDRESS: Canadian Restaurant & Foodservices Association
5121 Sackville St, Suite 201
Halifax, Nova Scotia B3J 1K1

CONTACT: Ellen Scanlan, Show Manager

PHONE: (902) 425-0061 **FAX:** (902) 422-1161

PRODUCTS: Beverages, equipment, hotel housekeeping supplies, etc.

WEB SITE: http://www.crfa.ca

E-MAIL: plunney@crfa.ca

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: National Ice Cream & Yogurt Retailers Association

ADDRESS: 1841 Hicks Road Suite C
Rolling Meadows, Illinois 60008

PHONE: (847) 934-0296 **FAX:** (847) 202-4791

WEB SITE: http://www.nicyra.org/

E-MAIL: info@nicyra.org

NAME: Tourism Saskatchewan

ADDRESS: 1922 Park St
Regina, Saskatchewan S4P 3V7

PHONE: (306) 787-2300
Or 1-877-237-2273 **FAX:** (306) 787-0715

WEB SITE: http://www.sasktourism.com/

E-MAIL: travel.info@sasktourism.com

NAME: Saskatchewan Restaurant & Foodservices Association (SRFA)

ADDRESS: P.O. Box 1545
Saskatoon, Saskatchewan S7K 3R5

CONTACT: Michael Van Grondelle, Executive Director

PHONE: (306) 665-1444 **FAX:** (306) 665-1444

NAME: Canadian Restaurant & Foodservices Association (CRFA)

ADDRESS: 316 Bloor Street West
Toronto, Ontario M5S 1W5

CONTACT: D.C. Needham, President

PHONE: (416) 923-8416
Or 1-800-387-5649 **FAX:** (416) 923-1450

WEB SITE: http://www.crfa.ca/

E-MAIL: info@crfa.ca

TRADE ASSOCIATIONS

NAME: Quick Service Restaurant Council (QSRC)

ADDRESS: 316 Bloor Street West
Toronto, Ontario M5S 1W5

PHONE: (416) 923-8416
Or 1-800-387-5649
FAX: (416) 923-1450

NAME: Dairy Farmers of Canada (DFC)

ADDRESS: 75 Albert St, Suite 1101
Ottawa, Ontario K1P 5E7

PHONE: (613) 236-9997
Or 1-800-361-4632
FAX: (613) 236-0905

WEB SITE: www.dairyfarmers.org

NAME: Saskatchewan Dairy Foundation (SDF)

ADDRESS: 2 - 425 Winnipeg Street
Regina, Saskatchewan S4R 8P2

CONTACT: Wendy Kelly, Executive Director

PHONE: (306) 949-6999
FAX: (306) 949-2605

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Canadian Dairy

FREQUENCY: Five issues per year

ADDRESS: Maccan Publishing Company Ltd
3269 Bloor St W, Suite 205
Toronto, Ontario M8X 1E2

PHONE: (416) 239-8423 **FAX:** (416) 239-7202

NAME: Cornell Hotel & Restaurant Admin. Quarterly

FREQUENCY: Quarterly

ADDRESS: Cornell University, Hotel Administration
Statler Hall
Ithaca, New York 14853

PHONE: (607) 255-9393

NAME: Milk and More (Newsletter)

ADDRESS: Saskatchewan Dairy Foundation
425 Winnipeg Street PO Box 1294
Regina, Saskatchewan S4R 8P2

PHONE: (306) 949-6999 **FAX:** (306) 949-2605

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Restaurant, Caterer and Tavern Receipts
FREQUENCY: Monthly
AUTHOR: Statistics Canada - 63-011
USE: Receipts by chain / independent and kind of business.

NAME: The Restaurant Book
FREQUENCY: 1984 [ISBN # 0458988901]
AUTHOR: Richard Ware & James Rudnick
USE: Information on establishing a restaurant.

NAME: Canadian Hotel & Restaurant Hospitality Market Report
FREQUENCY: Annual
AUTHOR: MacLean Hunter
777 Bay Street
Toronto, Ontario M5W 1A7
USE: Market Data

NAME: Wages & Working Conditions by Occupation
FREQUENCY: Annual
AUTHOR: Saskatchewan Human Resources Labour & Employment

TRAINING & STANDARDS

NAME: Tourism Saskatchewan
Saskatchewan Tourism Education Council (STEC)

ADDRESS: 101, 230 - 22nd Street East
Saskatoon, Saskatchewan S7K 0E9

PHONE: (306) 933-5900 **FAX:** (306) 933-6250

PROGRAMS: It's Good Business

Train the Trainer

Survival for Supervisors

Market Ready: Are you ready for Eco-Tourism?

Saskatchewan Best

Certification in 29 Occupations

Tourism Careers for Youth Program

Career Awareness

Positively Outrageous Seminars
- Team Building 1 & 2
- Establishing Rapport with Customers
- Conflict Resolution
- Stress Management
- Barriers to Listening and Communication
- Supervisory and Management Communications
- Making Customer Complaints Positive
- Frontline Staff Communications
- Table Service Techniques
- Food & Beverage Server Suggestive Selling
- Front Desk Agent Suggestive Selling Techniques
- Hire and Inspire

Videos (for rent)

Resource Library

Contact STEC for detailed information on the above programs.

REGULATIONS

REFERENCE:	Saskatchewan regulation 213/79 Public Health Act - Section 73.
	Chapter P-37 Reg #3. Public Eating Establishment Standards Saskatchewan Dept. of Public Health.
	Chapter P-37 REG 1, The Public Health Act, [The swimming pool regulations]

PRODUCT SOURCES

NAME: Chatterson Janitorial Supplies Limited

ADDRESS: 2810 Dewdney Avenue
Regina, Saskatchewan S4T 0X7

PHONE: (306) 525-3568 **FAX:** (306) 569-2099
Or 1-800-667-8178

PRODUCTS: Dilution control system, sanitary paper control system. Floor care products & equipment, carpet care, all janitorial needs.

WEB SITE: http://www.chatterson.com/

E-MAIL: info@chatterson.com

NAME: Kemsol Products Ltd.

ADDRESS: 1120 McDonald Street
Regina, Saskatchewan S4P 3C4

PHONE: (306) 569-0636 **FAX:** (306) 757-5772

PRODUCTS: Advance polishers, scrubbers, floor and carpet care supplies, washroom and paper products

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NAME: Magic White Janitor's Warehouse

ADDRESS: 1325 Halifax Street
Regina, Saskatchewan S4R 1T9

PHONE: (306) 522-5821 **FAX:** (306) 522-5825

PRODUCTS: A complete line of environmentally friendly janitorial chemicals & supplies

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PRODUCT SOURCES

NAME: Custodial Supply Company

ADDRESS: 116 - 6th Avenue East
Regina, Saskatchewan S4N 5A7

PHONE: (306) 522-1020

PRODUCTS: Custodial supplies for commercial and industrial applications. Soap box supplies.

NAME: Zep

ADDRESS: 603 Henderson Drive
Regina, Saskatchewan S4N 6A8

PHONE: (306) 721-1919 **FAX:** (306) 721-6065
Or 1-800-567-1919
Or 1-888-721-6055

PRODUCTS: Complete line of industrial and janitorial cleaning chemicals

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, racking & layout design.

TRADE SHOWS

NAME: Canadian Sanitary Supply Show

FREQUENCY: Annual - (Trade)

ADDRESS: Canadian Sanitation Supply Association
300 Mill Road
Etobicoke, Ontario M9C 4W7

CONTACT: Diane Gosling, Executive Director

PHONE: (416) 620-9320 **FAX:** (416) 620-7199

PRODUCTS: Sanitation & maintenance chemicals, equipment, tools, paper products & industrial cleaning supplies.

WEB SITE: http://www.cssa.com

E-MAIL: cssa@the_wire.com

NAME: CAN CLEAN

FREQUENCY: Annual - May (Trade) in Toronto

ADDRESS: Canadian Sanitation Supply Association
300 Mill Road #G-10
Etobicoke, Ontario M9C 4W7

CONTACT: Diane Gosling, Show Manager

PHONE: (416) 620-9320
1-877-620-7199 **FAX:** (416) 620-7199

PRODUCTS: Sanitation and maintenance chemicals, equipment, tools, paper products, and industrial cleaning supplies.

WEB SITE: http://www.cssa.com

E-MAIL: cssa@the-wire.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME:	Canadian Sanitation Supply Association (CSSA)		
ADDRESS:	300 Mill Road, Box G10 Etobicoke, Ontario M9C 4W7		
CONTACT:	Diane Gosling, Executive Director		
PHONE:	(416) 620-9320 Or 1-877-620-7199	**FAX:**	(416) 620-7199
WEB SITE:	http://www.cssa.com		
E-MAIL:	cssa@the-wire.com		

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Sanitary Maintenance

FREQUENCY: Monthly

ADDRESS:
Trade Press Publishing Corporation
2100 West Florist Avenue
Milwaukee, WI 53209

PHONE: (414) 228-7701
Or 1-800-727-7995
FAX: (414) 228-1134

E-MAIL: prograil@tradepress.com

NAME: Sanitary Maintenance Buyers' Guide

FREQUENCY: Annual

ADDRESS:
Trade Press Publishing Corporation
2100 West Florist Avenue
Milwaukee, WI 53209

PHONE: (414) 228-7701
Or 1-800-727-7995
FAX: (414) 228-1134

E-MAIL: prograil@tradepress.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9953 - Janitorial Services

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	110							
Revenue Range:								
Low Value ($ 000)	30	30	77	30	40	77	96	
High Value ($ 000)	5000	77	5000	40	77	96	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	9.6(B)	14.0	8.3	8.9	17.0	10.2	7.7	36.6
Purchases and material	9.6(B)	14.0	8.4	8.9	17.0	10.2	7.9	36.6
Closing inventory	0.1(B)	0.0	0.1	0.0	0.0	0.1	0.1	4.5
	0.0(B)	0.0	0.0	0.0	0.0	0.1	0.0	4.5
Wages, salaries, and benefits	47.0(A)	19.6	54.5	17.5	20.8	45.7	57.3	82.1
Direct	0.1(B)	0.3	0.0	0.0	0.5	0.0	0.0	4.5
Indirect	46.9(A)	19.3	54.5	17.5	20.4	45.7	57.3	79.5
Occupancy expenses	8.6(A)	9.0	8.4	6.9	10.2	15.3	6.3	98.2
Depreciation	3.8(A)	5.5	3.3	3.5	6.7	5.7	2.5	85.7
Repairs and maintenance	2.1(B)	0.7	2.5	0.5	0.9	4.9	1.7	50.9
Fuel and oil	0.1(B)	0.4	0.0	0.8	0.2	0.0	0.0	10.7
Utilities	2.1(A)	1.2	2.4	0.9	1.5	4.0	1.9	69.6
Rent	0.4(B)	1.1	0.3	1.2	1.0	0.7	0.1	27.7
Financial expenses	2.0(A)	1.6	2.2	1.3	1.7	2.2	2.2	93.8
Interest and bank charges	1.2(B)	0.7	1.4	0.5	0.8	1.1	1.4	60.7
Professional fees	0.8(A)	0.9	0.8	0.8	0.9	1.1	0.7	84.8
General expenses	5.1(B)	1.1	6.2	1.2	1.1	2.1	7.5	80.4
Advertising	1.6(B)	0.6	1.9	0.4	0.7	1.9	1.9	53.6
Delivery expenses	2.9(B)	0.0	3.7	0.0	0.0	0.0	4.9	14.3
Insurance	0.5(B)	0.5	0.5	0.8	0.4	0.2	0.7	58.9
Other expenses	12.6(A)	11.2	13.0	14.3	9.4	11.5	13.5	100.0
Total expenses	84.9(A)	56.5	92.7	50.2	60.2	87.1	94.5	100.0
Net profit/loss	15.1(B)	43.5	7.3	49.8	39.8	12.9	5.5	100.0
Average number of paid employees	3.6	0.6	6.5	0.4	0.8	2.5	10.5	
FINANCIAL RATIOS								
Interest coverage ratio (times)	13.3	62.2	6.3	95.6	49.7	12.6	4.8	
Gross margin (percent)	43.5	66.4	37.1	73.6	62.2	44.1	34.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	87							
Gross operating revenue	104.3(B)	47.1	178.8	35.2	59.5	82.3	370.8	
Total expenses	84.5(B)	25.7	161.0	17.6	34.2	71.7	338.7	
Net profit	19.8(A)	21.3	17.8	17.5	25.3	10.6	32.1	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	96							
Gross operating revenue	73.9(B)	31.6	122.4	27.0	36.1	53.0	190.3	
Total expenses	58.3(B)	17.3	101.5	14.3	20.1	38.4	163.2	
Net profit	17.5(A)	14.4	20.9	12.7	15.9	14.6	27.1	
Non-Profitable								
Gross operating revenue	142.3(C)	-	-	-	-	-	-	
Total expenses	151.3(C)	-	-	-	-	-	-	
Net loss	-9.0(C)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: See: 'Canadian Jeweller' - Buyers Guide in the 'TRADE JOURNAL' section.

PRODUCTS: Provides directory of services and suppliers addresses.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors (1996) Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Manufacturers and distributors of store fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Classic Interiors (A Division of Cobb & Co. Inc.)

ADDRESS: 121 Dewdney Avenue East
Regina, Saskatchewan S4N 4G3

PHONE: (306) 347-7266 **FAX:** (306) 522-1646

PRODUCTS: Custom cabinets, interior woodwork and railings.

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, design, layouts & racking.

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Johnston Equipment		
ADDRESS:	707B McDonald Street Regina, Saskatchewan	S4N 5M2	
PHONE:	(306) 721-2300 Or (306) 721-2054	**FAX:**	(306) 721-2175
PRODUCTS:	Layouts, design, installation, metal shelving & racking etc.		

NAME:	Fairwell Commercial Interiors Ltd.		
ADDRESS:	812 Shannon Road Regina, Saskatchewan	S4S 5K2	
PHONE:	(306) 586-6854	**FAX:**	(306) 586-3631
	Or		
ADDRESS:	1220 Scarth Street Regina, Saskatchewan	S4R 2E5	
PHONE:	(306) 565-3440		
PRODUCTS:	Contractor		

TRADE SHOWS

NAME: Alberta Gift Shows

FREQUENCY: Annual – Spring & Fall (Trade) in Edmonton

ADDRESS:
dmg World Media Inc
4285 Canada Way
Burnaby, British Columbia V5G 1H2

CONTACT: Cameron Dix, Show Manager

PHONE: (604) 433-5121 **FAX:** (604) 433-4807
Or 1-800-633-8332

PRODUCTS: Giftwares, housewares, jewellery, leathergoods, toys, games & decorative accessories.

WEB SITE: http://www.dmgworldmedia.com/flash.html

E-MAIL: camerondix@ca.dmgworldmedia.com

NAME: Expo Prestige

FREQUENCY: Annual - August (Trade) in Montreal

ADDRESS:
Quebec Jewellers' Corporation
7585 Lacordaire Blvd., Suite 1
Saint Leonard, PQ H1S 2A6

CONTACT: Lise Petitpas, Show Manager

PHONE: (514) 251-2410 **FAX:** (514) 251-1702

PRODUCTS: Silver & gold jewellery, watches, clocks, silverware, precious & semi-precious stones & gifts.

E-MAIL: lisepetitpas@cbq.qc.ca

TRADE SHOWS

NAME: Jewellery World Expo

FREQUENCY: Annual - August (Trade) in Toronto

ADDRESS: Reed Exhibitions, Jewellery World Expo
3761 Victoria Park Ave, Unit 1
Toronto, Ontario M1W 3S2

CONTACT: Donna Wood, Show Manager

PHONE: (416) 491-3999 **FAX:** (416) 491-5088
Or 1-888-322-7333

PRODUCTS: Silver & gold jewellery, watches, clocks, silverware, precious & semi-precious stones & gifts.

WEB SITE: http://www.reedexpo.ca

E-MAIL: dwood@reedexpo.com

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Jewellers Association (CJA)

ADDRESS: #600, 27 Queen St East
Toronto, Ontario M5C 2M6

PHONE: (416) 368-7616 **FAX:** (416) 368-1986
Or 1-800-580-0942

WEB SITE: www.canadianjewellers.com

E-MAIL: cja@canadianjewellers.com

NAME: Canadian Gemmological Association

ADDRESS: 1767 Avenue Road
Toronto, Ontario M5M 3Y8

CONTACT: Duncan Parker, President

PHONE: (416) 785-0962 **FAX:** (416) 785-9043
Or 1-877-244-3090

WEB SITE: http://www.canadiangemmological.com/

E-MAIL: info@canadiangemmological.com

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Canadian Jeweller

FREQUENCY: Monthly

ADDRESS: Style Communications
1448 Lawerence Avenue E, Suite 302
Toronto, Ontario M4A 2V6

PHONE: (416) 755-5199 **FAX:** (416) 755-9123

E-MAIL: canjewel@style.on.ca

NAME: Canadian Jeweller Buyers' Guide

FREQUENCY: Annual (December)

ADDRESS: Style Communications Inc.
1448 Lawrence Avenue E. Suite 302
Toronto, Ontario M4A 2V6

PHONE: (416) 755-5199 **FAX:** (416) 755-9123

NAME: Jewellers, Inc

FREQUENCY: Monthly

ADDRESS: Gold Country Publishing Inc
Box 42
Rockford, South Dakota 57778-0042

PHONE: (605) 584-2505 **FAX:** (605) 584-2505

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 6361 - Jewellery Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	20							
Revenue Range								
Low Value ($ 000)	30	30	126	30	-	126	-	
High Value ($ 000)	5000	126	5000	-	126	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**56.2(A)**	**54.6**	**56.4**	-	-	-	-	**100.0**
Purchases and material	57.3(A)	58.2	57.2	-	-	-	-	100.0
Closing inventory	29.9(C)	65.9	25.5	-	-	-	-	66.7
	28.8(C)	62.3	24.7	-	-	-	-	66.7
Wages, salaries, and benefits	**17.7(A)**	**17.4**	**17.8**	-	-	-	-	**90.5**
Direct	0.4(C)	0.0	0.5	-	-	-	-	14.3
Indirect	17.3(A)	17.4	17.3	-	-	-	-	81.0
Occupancy expenses	**4.0(B)**	**7.7**	**3.6**	-	-	-	-	**100.0**
Depreciation	1.4(B)	1.9	1.3	-	-	-	-	71.4
Repairs and maintenance	0.3(B)	0.6	0.2	-	-	-	-	85.7
Fuel and oil	0.0(A)	0.0	0.0	-	-	-	-	0.0
Utilities	1.1(B)	2.8	0.9	-	-	-	-	81.0
Rent	-(F)	-	-	-	-	-	-	66.7
Financial expenses	**1.7(B)**	**4.0**	**1.4**	-	-	-	-	**95.2**
Interest and bank charges	1.1(B)	2.7	1.0	-	-	-	-	90.5
Professional fees	0.5(B)	1.4	0.4	-	-	-	-	95.2
General expenses	**3.4(C)**	**2.4**	**3.5**	-	-	-	-	**100.0**
Advertising	2.7(C)	1.4	2.9	-	-	-	-	95.2
Delivery expenses	0.1(C)	0.1	0.1	-	-	-	-	42.9
Insurance	0.6(B)	0.9	0.6	-	-	-	-	81.0
Other expenses	**8.6(B)**	**5.8**	**9.0**	-	-	-	-	**100.0**
Total expenses	**91.7(A)**	**92.0**	**91.7**	-	-	-	-	**100.0**
Net profit/loss	**8.3(B)**	**8.0**	**8.3**	-	-	-	-	**100.0**
Average number of paid employees	5.9	1.1	10.6	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	8.2	4.0	9.6	-	-	-	-	
Gross margin (percent)	26.0	28.0	25.8	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	43							
Gross operating revenue	887.0(B)	74.1	1547.2	-	-	-	-	
Total expenses	799.6(B)	52.7	1406.1	-	-	-	-	
Net profit	87.5(B)	21.5	141.1	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	73							
Gross operating revenue	185.0(B)	83.3	315.6	53.6	110.9	189.9	473.5	
Total expenses	171.8(B)	72.9	299.0	43.4	100.5	181.7	446.2	
Net profit	13.1(B)	10.3	16.7	10.3	10.4	8.2	27.3	
Non-Profitable								
Gross operating revenue	186.6(B)	73.5	242.9	-	-	-	-	
Total expenses	195.0(B)	78.9	252.8	-	-	-	-	
Net loss	-8.4(C)	-5.4	-9.9	-	-	-	-	

http://strategis.ic.gc.ca/cgi-bin/sc_mangb/contact/sbp/sbp_e.cgi

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 36560 - Jewellery Stores and Watch and Jewellery Repair Shops

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	126	30	96	126	-	
High Value ($ 000)	5000	126	5000	96	126	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	54.8(A)	42.5	56.3	34.0	46.9	-	-	83.3
Purchases and material	55.8(A)	45.5	57.1	39.7	48.4	-	-	83.3
Closing inventory	28.9(C)	46.9	26.6	12.5	64.7	-	-	53.3
	27.9(B)	44.0	25.8	6.7	63.2	-	-	53.3
Wages, salaries, and benefits	17.6(A)	13.8	18.1	4.0	18.9	-	-	86.7
Direct	0.4(C)	0.0	0.4	0.0	0.0	-	-	10.0
Indirect	17.2(A)	13.8	17.6	4.0	18.9	-	-	80.0
Occupancy expenses	4.3(B)	8.9	3.8	12.3	7.2	-	-	100.0
Depreciation	1.5(B)	2.3	1.4	2.1	2.5	-	-	80.0
Repairs and maintenance	0.3(B)	0.6	0.3	0.7	0.6	-	-	76.7
Fuel and oil	0.0(A)	0.0	0.0	0.0	0.0	-	-	0.0
Utilities	1.1(B)	2.5	0.9	2.8	2.3	-	-	76.7
Rent	1.4(C)	3.5	1.2	6.6	1.8	-	-	70.0
Financial expenses	1.8(B)	3.6	1.5	1.9	4.4	-	-	96.7
Interest and bank charges	1.2(B)	2.3	1.1	1.4	2.7	-	-	86.7
Professional fees	0.6(B)	1.3	0.5	0.5	1.7	-	-	93.3
General expenses	3.4(C)	2.5	3.5	2.4	2.6	-	-	96.7
Advertising	2.7(C)	1.6	2.8	1.4	1.7	-	-	93.3
Delivery expenses	0.1(C)	0.2	0.1	0.4	0.1	-	-	43.3
Insurance	0.6(B)	0.7	0.6	0.6	0.8	-	-	73.3
Other expenses	8.9(A)	10.3	8.7	9.7	10.7	-	-	100.0
Total expenses	90.8(A)	81.7	92.0	64.2	90.7	-	-	100.0
Net profit/loss	9.2(B)	18.3	8.0	35.8	9.3	-	-	100.0
Average number of paid employees	5.2	0.8	9.6	0.2	1.5	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	8.7	9.0	8.6	26.3	4.4	-	-	
Gross margin (percent)	27.6	43.7	25.6	62.0	34.2	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	50							
Gross operating revenue	682.8(C)	79.5	1508.7	68.3	106.9	-	-	
Total expenses	608.5(C)	50.2	1372.8	40.7	73.4	-	-	
Net profit	74.3(B)	29.3	135.9	27.6	33.5	-	-	
Non-Profitable								
Gross operating revenue	120.2(A)	-	-	-	-	-	-	
Total expenses	120.9(A)	-	-	-	-	-	-	
Net loss	-0.8(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	79							
Gross operating revenue	149.2(B)	87.9	237.4	-	-	123.5	376.1	
Total expenses	139.7(B)	81.7	222.9	-	-	113.4	356.2	
Net profit	9.6(B)	6.1	14.5	-	-	10.1	19.9	
Non-Profitable								
Gross operating revenue	179.0(B)	37.5	205.0	-	-	141.7	248.6	
Total expenses	185.9(B)	46.7	211.4	-	-	142.1	259.3	
Net loss	-6.9(C)	-9.1	-6.5	-	-	-0.4	-10.7	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Kramer Limited

ADDRESS:
Highway #11 & Pasqua Street North
P.O. Box 707
Regina, Saskatchewan S4P 3A8

PHONE: (306) 545-3311 **FAX:** (306) 949-6249

PRODUCTS: Caterpillar equipment: backhoes, tractors, loaders, scrapers, excavators & hydraulic generators.

WEB SITE: http://www.kramerltd.com/

NAME: Turfmaster Equipment Limited

ADDRESS:
1300 Hamilton Street
Regina, Saskatchewan S4R 2B5

PHONE: (306) 352-9370

PRODUCTS: Landscaping equipment, (mowers, tillers, aerators). Various brands - Ariens, Toro, etc.

NAME: Brandt Industries Ltd. (Industrial/Turf Equipment Division)

ADDRESS:
840 Winnipeg Street
Regina, Saskatchewan S4R 7V8

PHONE: (306) 359-1964 **FAX:** (306) 359-1624

PRODUCTS: Jacobsen turf maintenance equipment, (complete line).

NAME: Strongco Rentals (Formerly Barber Equipment Limited)

ADDRESS:
Highway #1 East Box 890
Regina, Saskatchewan S4P 3B1

PHONE: (306) 359-7273 **FAX:** (306) 569-2710

PRODUCTS: Melroe Bobcat, Ingersoll-Rand air compressors, JLG boom lifts & scissor lifts, Bomag compaction, HydraShield trench shoring, Husqvarna mowers, trimmers & chainsaws & Redi-line electric generators.

TRADE SHOWS

NAME: Atlantic National Home Show

FREQUENCY: Annual - March (Consumer)

ADDRESS: Master Promotions Limited
48 Broad St PO Box 565
Saint John, New Brunswick E2L 3Z8

CONTACT: Brian McKiel, Show Manager

PHONE: (506) 658-0018 **FAX:** (506) 658-0750
Or 1-888-454-7469

PRODUCTS: Complete in & around the home products and services.

E-MAIL: show@nbnet.nb.ca

NAME: Gardenscape

FREQUENCY: Annual - March (Trade & Consumer)

ADDRESS: Prairieland Exhibition Corp.
503 Ruth Street W. Box 6010
Saskatoon, Saskatchewan S7K 4E4

CONTACT: Marlene Rochelle, Show Manager

PHONE: (306) 931-7149 **FAX:** (306) 931-7886
Or 1-888-931-9333

PRODUCTS: Products & information necessary for gardening, landscaping and outdoor living.

NAME: B.C. Home & Garden Show

FREQUENCY: Annual - February (Consumer) in Vancouver

ADDRESS: dmg World Media Inc.
4285 Canada Way
Burnaby, British Columbia V5G 1H2

CONTACT: Trish Almeida, Show Manager

PHONE: (604) 433-5121 **FAX:** (604) 433-4807
Or 1-800-633-8332

PRODUCTS: Home & garden products, building materials & recreational goods.

TRADE SHOWS

NAME: Calgary Home & Garden Show

FREQUENCY: Annual - February (Consumer)

ADDRESS: dmg World Media Inc.
999 - 8th Street South West
Calgary, Alberta T2R 1J5

CONTACT: Bonnie Noyce Faust, Show Manager

PHONE: (403) 209-2545 **FAX:** (403) 245-8649

PRODUCTS: Renovations, bathrooms, kitchens, furnishings, garden equipment, landscaping & home entertainment.

E-MAIL: information@dmgworldmedia.com

NAME: International Home & Garden Show

FREQUENCY: Annual - March (Consumer)

ADDRESS: Showcase Marketing Limited
1100 Sheppard Avenue East, Suite 410
Toronto, Ontario M2K 2W2

CONTACT: Paul Newdick

PHONE: (416) 512-1305 **FAX:** (416) 512-7777

PRODUCTS: Interior design & decorating, home building & renovation, landscaping, designer gardens, garden supplies, outdoor furniture, patios & pools.

E-MAIL: homeshow@idirect.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME:	Canadian Horticultural Council (CHC)		
ADDRESS:	1101 Prince of Wales Drive, Suite 310 Ottawa, Ontario K2C 3W7		
CONTACT:	Dan Dempster, Executive vice-president		
PHONE:	(613) 226-4187	**FAX:**	(613) 226-2984
WEB SITE:	http://www.hortcouncil.ca		

NAME:	Canadian Nursery Landscape Association		
ADDRESS:	RR #4, Stn. Main 7856 Fifth Street Milton, Ontario L9T 2X8		
PHONE:	(905) 875-1399 Or 1-888-446-3499	**FAX:**	(905) 875-1840
WEB SITE:	http://www.canadanursery.com/		
E-MAIL:	cntalc@spectranet.ca		

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Landscape Trades

FREQUENCY: Eleven issues per year

ADDRESS:
Landscape Ontario Horticultural Trades Association Inc
7856 Fifth Line S, RR4 Station Main
Milton, Ontario L9T 2X8

PHONE: (905) 875-1805 **FAX:** (905) 875-0183
Or 1-800-265-5656

E-MAIL: lo@hort-trades.com

NAME: Prairie Landscape Magazine (Landscape Alberta)

FREQUENCY: Six issues per year

ADDRESS:
Landscape Alberta Nursing Trades Association
10215 – 176th Street
Edmonton, Alberta T5S 1M1

PHONE: (403) 489-1991

NAME: Landscaping & Groundskeeping Journal

FREQUENCY: Quarterly

ADDRESS:
Baum Publications Ltd
201 – 2323 Boundary Rd
Vancouver, BC V5M 4U8

PHONE: (604) 291-9900 **FAX:** (604) 291-1906

WEB SITE: www.baumpub.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

PRODUCT SOURCES

NAME: Apex Forest Products Inc.

ADDRESS: 200 - 4940 Canada Way
Burnaby, British Columbia V5G 4K6

PHONE: (604) 294-3363
Or 1-800-283-0474
FAX: (604) 294-2411

WEB SITE: http://www.apexlumber.com

NAME: Can-Am Mills

ADDRESS: 11016 Bridge Street
Surrey, British Columbia V3V 3T9

PHONE: (604) 580-1415
FAX: (604) 580-1528

PRODUCTS: Plywood, timber & planks cut to 60 feet.

NAME: Curtis Lumber Company Limited

ADDRESS: 5289 Byrne Road
Burnaby, British Columbia V5J 3J1

PHONE: (604) 439-3000
FAX: (604) 433-8736

PRODUCTS: Wholesale lumber & building supplies & engineered wood products

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NAME: Dick's Lumber & Building Supplies Limited

ADDRESS: 2580 Gilmore Avenue
Burnaby, British Columbia V5C 4T5

PHONE: (604) 437-1111
Or 1-800-437-8542
FAX: (604) 437-8542

Or

ADDRESS: 12433 - 80th Avenue
Surrey, British Columbia V3W 3A4

PHONE: (604) 591-1222
FAX: (604) 591-8232

PRODUCTS: Lumber, mouldings, plywood, siding, insulation, hardware, paint, decking, roofing, doors, air nails, timbers, Truss Joist & Mircolam, treated products, parallam.

PRODUCT SOURCES

NAME: Olympic Industries Incorporated

ADDRESS: 402 - 221 Esplanade West
North Vancouver, British Columbia V7M 3J8

PHONE: (604) 985-2115 **FAX:** (604) 985-3984

PRODUCTS: Wholesale lumber.

NAME: Still Creek Forest Products Ltd.

ADDRESS: 78 Golden Drive
Coquitlam, British Columbia V3K 6B5

PHONE: (604) 525-2001 **FAX:** (604) 464-4524

PRODUCTS: Wholesale distribution centre; specializing in Cedar.

NAME: Weyerhaeuser Canada Limited

ADDRESS: 9760 - 190th Street
Surrey, British Columbia V4N 3M9

PHONE: (604) 888-1166 **FAX:** (604) 888-2324

PRODUCTS: Wholesale lumber division.

WEB SITE: http://www.weyerhaeuser.com/

NAME: Formations Inc.

PHONE: 1-800-463-9996

PRODUCTS: Formica brand surfaces, hardwood lumber/plywood, adhesives, edging, all melamine products

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NAME: Westminster Industries Ltd.

ADDRESS: 205 - 15225 104th Avenue
Surrey, British Columbia V3R 6Y8

PHONE: (604) 588-3133 **FAX:** (604) 588-3656

WEB SITE: http://www.westmin.ca

PRODUCT SOURCES

NAME: Fraz Forest Products Limited

ADDRESS:
500 - 1525 Robson Street
Vancouver, British Columbia V6G 1C3

PHONE: (604) 682-8501 **FAX:** (604) 685-7516

PRODUCTS: Buys & sells, domestic & export Fir, Hemlock, Cedar & Southern Pine.

NAME: Federated Co-operatives Limited

ADDRESS:
401 - 22nd Street East
Saskatoon, Saskatchewan S7K 0H2

PHONE: (306) 244-3311 **FAX:** (306) 244-3403

Or

ADDRESS:
310 Henderson Drive
Regina, Saskatchewan S4N 5W7

PHONE: (306) 721-7070 **FAX:** (306) 721-0462

PRODUCTS: Complete line of hardware, lumber & building supplies.

WEB SITE: http://www.fcl.ca/

NAME: Lancashire Distribution (formerly: Lancashire Saw Sales & Service Ltd.)

ADDRESS:
2413 6th Avenue
Regina, Saskatchewan S4R 1B5

PHONE: (306) 565-0033 **FAX:** (306) 525-9655

PRODUCTS: Specialty woods, oak, ash, birch, cherry and walnut.

WEB SITE: http://www.lancashire.ca

E-MAIL: admin@lancashire.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout designs, racking, etc.

NAME: Johnston GN Equipment Company Ltd.

ADDRESS: 707 B McDonald St
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300
Or (306) 721-2054 **FAX:** (306) 721-2175

PRODUCTS: Layouts, design, installation, metal shelving & racking, etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Manufacturers and distributors of store fixtures.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

NAME: Fairwell Commercial Interiors Ltd.

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Flatwall grid, fixtures and accessories. Store design.

NAME: Beaver Lumber Company Inc.

ADDRESS: 7303 Warden Avenue
Markham, Ontario L3R 5Y6

CONTACT: Doug Robinson, V. P. Operations

PHONE: (905) 479-2255 **FAX:** (905) 479-8079

PRODUCTS: Retail lumber, building materials, related hard goods. Franchiser

NAME: Handy-Man Connection (Newbridge Management Group Inc.)

ADDRESS: 2741 Portage Avenue
Winnipeg, Manitoba R3J 0R2

CONTACT: D. Bruce McKenzie, President

PHONE: (204) 895-1744 **FAX:** (204) 895-1773

EMAIL: newbridm@icenter.net

TRADE SHOWS

NAME: Canadian Forestry Exhibition

FREQUENCY: Annual - March (Trade) in Fredericton

ADDRESS:
Denex Group Inc.
192 Joseph Zatzman Drive Unit 13
Dartmouth, Nova Scotia B3B 1N4

CONTACT: Derek MacNutt, Show Manager

PHONE: (902) 468-4999 **FAX:** (902) 468-2795

PRODUCTS: Heavy equipment, transportation, logging, mill, occupational, woodlot, equipment services, tree grower.

E-MAIL: denex@accesscable.net

NAME: Forest Expo

FREQUENCY: Biennial – May 2002 or June 2004 (Trade)

ADDRESS:
Forest Expo
3851 - 18th Avenue, #106
Prince George, British Columbia V2N 1B1

CONTACT: Trudy Swaan, Show Manager

PHONE: (250) 563-8833 **FAX:** (250) 563-8909

PRODUCTS: All things related to the forestry industry

WEB SITE: http://www.forestexpo.bc.ca

E-MAIL: info@forestexpo.bc.ca

TRADE SHOWS

NAME:	LogFor		
FREQUENCY:	Annual – September (Trade) in Quebec		
ADDRESS:	Master Promotions Ltd. 48 Broad St. PO Box 565 Saint John, NB E2L 3Z8		
CONTACT:	Mark Cusack, Show Manager		
PHONE:	(506) 658-0018 Or 1-800-454-7469	**FAX:**	(506) 658-0750
PRODUCTS:	Focusing on the growth, harvest and distribution of forest products.		
WEB SITE:	http://www.logforshow.com		
E-MAIL:	show@nbnet.nb.ca		

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Western Retail Lumberman's Association Inc. (WRLA)

ADDRESS: 213 Notre Dame Avenue, Suite 1004
Winnipeg, Manitoba R3B 1N3

CONTACT: Judy Huston, Executive Director

PHONE: (204) 957-1077 **FAX:** (204) 947-5195
Or 1-800-661-0253

WEB SITE: www.wrla.org

E-MAIL: wrla@wrla.org

NAME: Canadian Retail Hardware Association (CRHA)
(Also known as: Canadian Wholesale Hardware Association)

ADDRESS: 2121 Argentia Road
Mississauga, Ontario L5N 2X4

CONTACT: Bob Elliot, President

PHONE: (905) 821-3470 **FAX:** (905) 821-8946
Or 1-800-268-3965

WEB SITE: www.crha.com

E-MAIL: crha@crha.com

NAME: Canadian Forestry Association (CFA)

ADDRESS: 185 Somerset Street West, Suite 203
Ottawa, Ontario K2P 0J2

CONTACT: Glen Biouin, Executive Director

PHONE: (613) 232-1815 **FAX:** (613) 232-4210

WEB SITE: www.canadianforestry.com

E-MAIL: cfa@canadianforestry.com

TRADE ASSOCIATIONS

NAME:	Saskatchewan Forestry Association (SFA)		
ADDRESS:	969 – 1st Avenue East PO Box 400 Prince Albert, Saskatchewan S6V 5R7		
CONTACT:	Marie Grono, Manager		
PHONE:	(306) 763-2189	**FAX:**	(306) 764-7463
E-MAIL:	forestry@inet2000.com		

Source: Directory of Associations in Canada 2002, Micromedia Limited

TRADE JOURNALS

NAME: 2 X 4 (All About Wood)

FREQUENCY: Six issues per year

ADDRESS:
Editions C.R. Inc
PO Box 1010
Victoriaville, PQ G6P 8Y1

PHONE: (819) 752-4243 **FAX:** (819) 382-2970

NAME: WRLA Yardstick

FREQUENCY: Bimonthly

ADDRESS:
Craig Kelman & Associates Ltd
#C – 2020 Portage Ave
Winnipeg, Manitoba R3J 0K4

PHONE: (204) 985-9780 **FAX:** (204) 985-9795

E-MAIL: kelman@escape.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 15630 - Lumber and Building Materials, Wholesale

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range:								
Low Value ($ 000)	30	30	306	30	-	306	1512	
High Value ($ 000)	5000	306	5000	-	306	1512	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	69.2(A)	29.9	74.8	-	-	71.7	75.9	96.2
Purchases and material	70.8(A)	21.7	76.5	-	-	73.1	77.8	96.2
Closing inventory	15.5(A)	1.7	17.2	-	-	13.0	18.6	59.6
	13.9(A)	0.9	15.4	-	-	11.7	16.7	59.6
Wages, salaries, and benefits	12.9(A)	29.5	11.0	-	-	10.5	11.2	82.7
Direct	0.3(B)	0.0	0.3	-	-	0.2	0.3	9.6
Indirect	12.7(A)	29.5	10.7	-	-	10.3	10.8	78.8
Occupancy expenses	7.2(B)	45.0	2.7	-	-	3.6	2.4	100.0
Depreciation	1.5(B)	7.1	0.8	-	-	1.3	0.7	92.3
Repairs and maintenance	2.4(C)	19.0	0.5	-	-	0.3	0.6	78.8
Fuel and oil	1.0(C)	9.3	0.1	-	-	0.1	0.1	15.4
Utilities	1.3(B)	6.3	0.7	-	-	0.8	0.6	78.8
Rent	0.9(B)	3.4	0.7	-	-	1.2	0.4	55.8
Financial expenses	1.4(B)	4.3	1.1	-	-	1.5	0.9	94.2
Interest and bank charges	1.1(B)	2.7	0.9	-	-	1.1	0.8	92.3
Professional fees	0.3(B)	1.6	0.2	-	-	0.4	0.1	80.8
General expenses	2.0(A)	3.8	1.8	-	-	2.0	1.8	92.3
Advertising	0.9(B)	2.9	0.7	-	-	1.1	0.5	86.5
Delivery expenses	0.8(B)	0.6	0.8	-	-	0.8	0.8	40.4
Insurance	0.4(B)	0.2	0.4	-	-	0.2	0.4	55.8
Other expenses	3.8(A)	7.1	3.4	-	-	4.6	3.0	100.0
Total expenses	96.5(A)	110.6	94.9	-	-	94.1	95.2	100.0
Net profit/loss	3.5(B)	-10.6	5.1	-	-	5.9	4.8	100.0
Average number of paid employees	5.4	2.6	8.2	-	-	4.2	12.1	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.5	-2.9	6.9	-	-	6.2	7.2	
Gross margin (percent)	17.9	49.7	14.2	-	-	17.7	12.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	67							
Gross operating revenue	1361.7(B)	124.1	1861.1	-	-	996.5	2755.2	
Total expenses	1281.4(B)	103.0	1756.9	-	-	934.1	2607.8	
Net profit	80.3(B)	21.1	104.2	-	-	62.3	147.5	
Non-Profitable								
Gross operating revenue	438.7(B)	-	-	-	-	-	-	
Total expenses	489.7(B)	-	-	-	-	-	-	
Net loss	-51.0(A)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	69							
Gross operating revenue	512.6(B)	168.6	901.4	77.1	227.7	429.9	1153.9	
Total expenses	471.9(B)	135.7	851.8	49.7	191.3	366.6	1111.7	
Net profit	40.7(B)	32.9	49.6	27.4	36.4	63.4	42.2	
Non-Profitable								
Gross operating revenue	389.1(B)	124.4	591.4	-	-	-	-	
Total expenses	396.5(B)	133.6	597.4	-	-	-	-	
Net loss	-7.4(B)	-9.2	-6.0	-	-	-	-	

PRODUCT SOURCES

NAME: Clothing Wholesalers & Manufacturers

ADDRESS: American Business Directory Inc.
Omaha, Nebraska 68102

PHONE: (402) 593-4600

PRODUCTS: Features information on manufacturers & wholesalers of men's wear

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NAME: Hurstfield Ron Agencies Limited

ADDRESS: 3056 - 910 Mainland Street
Vancouver, British Columbia V6B 1A9

PHONE NO: (604) 669-7127 **FAX:** (604) 669-7100

PRODUCTS: Majestic, Residence, Surf King, Warrendale, Duo Sportswear, I.T.C. International, S. Cohen Clothing, Giuseppe Cravats, GIA Como Knitting, Landes belts & Gloriette shirtmakers. Wholesale only.

NAME: Complete Directory of Western Wear

ADDRESS: Sutton Family Communications & Publishing Company
11565 Ridgewood Cr.
Seminole, Florida 34642

PHONE: (813) 391-6709 **FAX:** (813) 397-1888

PRODUCTS: Manufacturers, distributors, importers, wholesalers and closeout housers of western wear.

NAME: Martindale - Hubbell Inc

ADDRESS: 121 Chanlon Road
New Providence, New Jersey 07974

PHONE: (908) 464-6800 **FAX:** (908) 464-3553

PRODUCTS: Lists available suppliers of men's and boy's wear

FIXTURE & EQUIPMENT SUPPLIERS

NAME: DisplayCo Canada Inc.

ADDRESS:
1628 Quebec Street
Regina, Saskatchewan S4P 1J2

CONTACT: Wayne Papp

PHONE: (306) 569-2404
Or 1-888-343-7469
FAX: (306) 565-3961

PRODUCTS: Signs, displays (also trade show displays).

WEB SITE: www.displayco.ca

E-MAIL: regina@displayco.ca

NAME: W. R. Display & Packaging

ADDRESS:
30 Plymouth Street
Winnipeg, Manitoba R2X 2V7

PHONE: (204) 925-7900
Or 1-800-665-8447
FAX: (204) 925-7910
Or 1-800-668-4743

PRODUCTS: Retail display and packaging equipment and suppliers.

WEB SITE: http://www.wrdisplay.ca

E-MAIL: info@wrdisplay.ca

NAME: Alsort Store Fixtures and Interiors

ADDRESS:
1201 Scarth Street
Regina, Saskatchewan S4R 2E6

CONTACT: Jon Bemister or Doug Siman

PHONE: (306) 352-6700
FAX: (306) 352-4100

PRODUCTS: Store fixtures, layout, design, shelving, & equipment

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.sk.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

CONTACT: Jim Bulpit, Dale Lockeridge

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Limited
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Planning, fixture and equipment, layouts, gondolas and shelving.

NAME: Mayer's Packaging

ADDRESS: 289 - 305 Chambers Street
Winnipeg, Manitoba R3E 1W6

CONTACT: Norm Tatelman

PHONE: (204) 774-1651
Or 1-800-801-9137 **FAX:** (204) 783-7760

PRODUCTS: Shelving, racks, boxes, gift-wrap, bows, etc.

TRADE SHOWS

NAME:	Alberta Men's Wear
FREQUENCY:	Annual - March (Trade)
LOCATION:	Alberta Fashion Building; Edmonton, Alberta
ADDRESS:	Alberta Fashion Market Society 1043 - 172nd Street NW, Suite 300-L Edmonton, Alberta T5S 1K9
CONTACT:	Susan Brochu, Show Manager
PHONE:	(780) 484-7541 **FAX:** (780) 483-4571
PRODUCTS:	New clothing lines by brand name manufacturers for buyers and store owners.
E-MAIL:	amwa@connect.ab.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Prairie Apparel Market

ADDRESS: 85 Garry Street
Winnipeg, Manitoba R3B 2G7

PHONE: (204) 942-2060

NAME: Men's Fashion Association of America

DESCRIPTION: Engages in year-round public relations program to increase sales of men's and boys' wear.

MEETING: Semi-annual press preview.

ADDRESS: 475 Park Avenue South, 17th floor
New York, New York 10016

CONTACT: Norman Karr, Executive Director

PHONE: (212) 683-5665 **FAX:** (212) 545-1709

NAME: Apparel & Textile Association of Saskatchewan

ADDRESS: 1102 8th Ave
Regina, Saskatchewan S4R 1C9

CONTACT: Marilyn Pollock, Executive Director

PHONE: (306) 565-0065 **FAX:** (306) 757-8161

E-MAIL: atas@accesscomm.ca

TRADE ASSOCIATIONS

NAME: Apparel Salesman's Market

ADDRESS: 3625 Park Avenue
Montreal, Quebec H2X 3P8

CONTACT: Susan Trudeau, Marketing Manager

PHONE: (514) 849-9497 **FAX:** (514) 849-9498

NAME: Apparel Manufactures Institute of Quebec

ADDRESS: 555 Chabanel Street West, Suite 801
Montreal, PQ H2N 2H8

PHONE: (514) 382-3846 **FAX:** (514) 383-1689

WEB SITE: http://www.apparelquebec.com

NAME: National Task Force on Cross Border Shopping

ADDRESS: 12 Bloor Street West
Toronto, Ontario M4W 3M5

CONTACT: Diane Jo Brisebois, President

PHONE: (416) 922-6678
Or 1-888-373-8245 **FAX:** (416) 922-8011

NAME: Canadian Apparel Federation (CAF)

ADDRESS: 504 - 124 O'Connor Street
Ottawa, Ontario K1P 5M9

CONTACT: Bob Kirke, President

PHONE: (613) 231-3220 **FAX:** (613) 231-2305

WEB SITE: www.apparel.ca

E-MAIL: info@apparel.ca

Source: Directory of Associations in Canada, 2002, Micromedia Limited

TRADE JOURNALS

NAME: Esquire

FREQUENCY: Monthly

ADDRESS:
Hearst Magazines Corporation
250 W 55th St, 7th Floor
New York, New York 10019

PHONE: (212) 649-4020 **FAX:** (212) 977-3158

NAME: APPAREL Merchandising

FREQUENCY: Monthly

ADDRESS:
Lebhar - Friedman Inc
425 Park Ave
New York, New York 10022-3556

PHONE: (212) 756-5228 **FAX:** (212) 756-5120
Or 1-800-453-2427

NAME: Style

FREQUENCY: Monthly

ADDRESS:
Style Communications
1448 Lawrence Ave E, Suite 302
Toronto, Ontario M4A 2V6

PHONE: (416) 755-5199 **FAX:** (416) 755-9123

WEB SITE: www.style.ca

E-MAIL: style@style.ca

NAME: GQ

FREQUENCY: Monthly

ADDRESS:
Conde Nast Publications Inc
4 Times Square
New York, New York 10036

PHONE: (212) 286-2860 **FAX:** (212) 286-8248
Or 1-800-223-0780

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Clothing Manufacturers Association of the USA

USE: Contains vital statistics on financial & economic trends in the men's and boy's clothing industry. Information is available on profit, sales, and production by wholesale, price range, fabric, etc.

WEB SITE: http://www.apparel.org

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 36120 - Men's Clothing Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	30	30	851	30	-	851		
High Value ($ 000)	5000	851	5000	-	851	-	5000	

SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**44.1(B)**	**74.0**	**38.7**	-	-	-	-	**100.0**
Purchases and material	40.6(B)	49.8	39.0	-	-	-	-	90.0
Closing inventory	12.2(B)	11.6	12.3	-	-	-	-	70.0
	15.7(B)	35.8	12.1	-	-	-	-	80.0
Wages, salaries, and benefits	**19.6(A)**	**10.7**	**21.2**	-	-	-	-	**90.0**
Direct	0.0(A)	0.0	0.0	-	-	-	-	0.0
Indirect	19.6(A)	10.7	21.2	-	-	-	-	90.0
Occupancy expenses	**16.6(C)**	**5.7**	**18.6**	-	-	-	-	**90.0**
Depreciation	0.4(B)	0.9	0.3	-	-	-	-	80.0
Repairs and maintenance	0.3(A)	0.2	0.3	-	-	-	-	90.0
Fuel and oil	0.0(A)	0.0	0.0	-	-	-	-	0.0
Utilities	0.6(B)	0.7	0.5	-	-	-	-	70.0
Rent	15.3(C)	3.8	17.4	-	-	-	-	80.0
Financial expenses	**7.9(C)**	**2.1**	**9.0**	-	-	-	-	**90.0**
Interest and bank charges	7.6(C)	1.3	8.7	-	-	-	-	90.0
Professional fees	0.4(B)	0.9	0.3	-	-	-	-	80.0
General expenses	**4.2(A)**	**1.9**	**4.6**	-	-	-	-	**90.0**
Advertising	3.9(A)	1.6	4.3	-	-	-	-	60.0
Delivery expenses	0.1(B)	0.0	0.1	-	-	-	-	40.0
Insurance	0.2(B)	0.3	0.2	-	-	-	-	70.0
Other expenses	**5.7(A)**	**3.8**	**6.0**	-	-	-	-	**90.0**
Total expenses	**98.1(A)**	**98.2**	**98.1**	-	-	-	-	**100.0**
Net profit/loss	**1.9(B)**	**1.8**	**1.9**	-	-	-	-	**100.0**

Average number of paid employees	9.1	1.4	16.8	-	-	-	-	

FINANCIAL RATIOS

Interest coverage ratio (times)	1.2	2.4	1.2	-	-	-	-	
Gross margin (percent)	36.3	15.3	40.0	-	-	-	-	

PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	93							
Gross operating revenue	774.4(B)	-	-	-	-	-	-	
Total expenses	757.5(B)	-	-	-	-	-	-	
Net profit	16.9(A)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	78							
Gross operating revenue	344.4(A)	143.2	535.9	94.2	192.1	314.2	667.6	
Total expenses	324.7(A)	132.3	507.8	82.3	182.0	289.8	637.3	
Net profit	19.7(A)	11.0	28.1	11.9	10.1	24.4	30.2	
Non-Profitable								
Gross operating revenue	187.7(B)	-	-	-	-	-	-	
Total expenses	194.6(B)	-	-	-	-	-	-	
Net loss	-7.0(B)	-	-	-	-	-	-	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Acklands - Grainger Inc.

ADDRESS: 680 McLeod Street
Regina, Saskatchewan S4P 3W7

PHONE: (306) 721-3200 **FAX:** (306) 721-3414

PRODUCTS: Automobile parts & supplies

WEB SITE: www.acklandsgrainger.com

NAME: Parts-Mart

ADDRESS: 260 Winnipeg Street N.
Regina, Saskatchewan S4R 8K1

PHONE: (306) 545-9665
Or 1-877-367-7278 **FAX:** (306) 545-9665

PRODUCTS: Parts for all automobiles - import, domestic & agricultural. implements

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NAME: UAP/NAPA Auto Parts

ADDRESS: 810 McDonald
Regina, Saskatchewan S4N 2X6

CONTACT: Keith Tuttosi

PHONE: (306) 525-3793 **FAX:** (306) 565-2231

PRODUCTS: Auto parts & accessories, industrial farm and truck parts, body shop parts, shop equipment, hoists and lifting equipment, air tools and compressors.

WEB SITE: http://www.napaonlinecanada.com

NAME: Plainsmen Automotive Limited

ADDRESS: 1437 South Railway Street
Regina, Saskatchewan S4P 0A4

PHONE: (306) 569-2554 **FAX:** (306) 569-2668

PRODUCTS: Wholesale/retail auto parts supplies and serves for domestics & imports

FIXTURE & EQUIPMENT SUPPLIERS

NAME:	Saskatchewan Government Insurance Salvage		
ADDRESS:	500 McLeod Street Regina, Saskatchewan	S4N 4Y1	
PHONE:	(306) 775-6025 Or 1-800-667-3664	**FAX:**	(306) 721-2642
PRODUCTS:	Discount parts for cars and light trucks.		
WEB SITE:	http://www.sgi.sk.ca		

TRADE SHOWS

NAME: International Autobody Congress & Exposition

FREQUENCY: Annual - December (Trade) in Dallas

ADDRESS:
Hanley-Wood Expositions
P.O. Box 612128
Dallas, Texas 75261-2128

CONTACT: Tol Kincaid, Associate Show Manager

PHONE: (972) 536-6444 **FAX:** (972) 536-6445
Or 1-888-529-1641

PRODUCTS: Technologically advanced collision repair tools, equipment, materials information, training and services.

WEB SITE: http://www.naceexpo.com

NAME: Expo - Vente UAP/NAPA

FREQUENCY: Annual - August (Trade)

ADDRESS:
Centre de Distribution - UAP/NAPA de Montreal
2095 Haig Street
Montreal, Quebec H1N 3E2

CONTACT: Rene Primeau, Show Manager

PHONE: (514) 252-1127 **FAX:** (514) 252-6542

PRODUCTS: Auto parts, garage equipment, tools and truck parts

E-MAIL: rprimeau@uapinc.com

TRADE SHOWS

NAME: Salon Pieces d'Automobile

FREQUENCY: Annual - April (Trade)

ADDRESS: Accessories d'Auto Leblanc
3125 boulevard Royale
Trois - Rivieres, Quebec H3T 4M2

CONTACT: Michel Leblanc, Show Manager

PHONE: (819) 378-2871 **FAX:** (819) 378-1636
Or 1-800-567-8605

PRODUCTS: Car products, tools and parts.

NAME: World of Wheels Calgary

FREQUENCY: Annual - February (Consumer)

LOCATION: Calgary Stampede Fairground

ADDRESS: Championship Auto Shows of Canada
6841 North Rochester Road
Rochester, MI 48306

CONTACT: Tom Williams, Show Manager

PHONE: (248) 650-5560 **FAX:** (248) 650-5571
Or (248) 293-1700

PRODUCTS: Custom and modified vehicles and performance parts

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: National Automobile Trades Association of Canada

ADDRESS: #10, 510 South Service Road
Burlington, Ontario L7L 6A5

CONTACT: William Burkimsher, Executive President

PHONE: (905) 634-4040 **FAX:** (905) 634-6274

NAME: Automotive Industries Association of Canada (AIAC)

ADDRESS: 1272 Wellington Street
Ottawa, Ontario K1Y 3A7

CONTACT: Raymond Datt, President

PHONE: (613) 728-5821 **FAX:** (613) 728-6021

WEB SITE: http://www.aiacanada.com

E-MAIL: aia@aiacanada.com

NAME: Canadian Automotive Repair & Service Council

ADDRESS: #6, 9120 Leslie St
Richmond Hill, Ontario L4B 3J9

CONTACT: Daniel Bell, President

PHONE: (905) 709-1010 **FAX:** (905) 709-1013

WEB SITE: www.cars-council.ca

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Automotive Marketer Annual Buyers Guide

FREQUENCY: Annual

ADDRESS: Scott's Directories
1450 Don Mills Road
Don Mills, Ontario M38 2X7

PHONE: (416) 445-6641 **FAX:** (416) 442-2078
Or 1-800-268-7742

NAME: Parts & People

ADDRESS: Automotive Counselling & Publishing Co. Inc
450 Lincoln St, Suite 110
Denver, Colorado 80203-3459

PHONE: (303) 765-4664 **FAX:** (303) 765-8557
Or 1-800-530-8557

WEB SITE: www.partsandpeople.com

E-MAIL: lance@partsandpeople.com

NAME: Service Station and Garage Management

ADDRESS: Southam Information Products Ltd
1450 Don Mills Rd
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200
Or 1-800-668-2374

E-MAIL: ohscanada@corporatesoutham.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

SIC 6351 - Garages (General Repairs)

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	140							
Revenue Range								
Low Value ($ 000)	30	30	152	30	56	152	397	
High Value ($ 000)	5000	152	5000	56	152	397	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	38.9(A)	40.6	38.6	22.9	49.4	33.1	40.3	94.2
Purchases and material	40.0(A)	39.7	40.0	20.6	49.1	34.7	41.7	94.2
Closing inventory	6.1(B)	2.4	6.7	1.0	3.1	6.6	6.7	44.6
	5.0(B)	3.3	5.2	3.2	3.4	4.9	5.3	43.2
Wages, salaries, and benefits	22.9(A)	6.1	25.7	3.8	7.3	22.6	26.6	81.3
Direct	2.6(B)	1.0	2.9	0.1	1.4	0.4	3.7	15.1
Indirect	20.3(A)	5.1	22.8	3.7	5.8	22.2	22.9	72.7
Occupancy expenses	10.3(A)	16.6	9.3	23.2	13.4	12.6	8.2	99.3
Depreciation	4.0(A)	7.1	3.5	9.0	6.2	5.5	2.9	92.1
Repairs and maintenance	1.2(B)	3.4	0.8	7.5	1.3	0.8	0.8	77.0
Fuel and oil	0.2(B)	0.4	0.1	0.5	0.3	0.0	0.2	8.6
Utilities	2.4(A)	2.9	2.3	4.9	1.9	3.4	2.0	67.6
Rent	2.6(B)	2.9	2.5	1.3	3.7	2.8	2.4	57.6
Financial expenses	2.2(A)	4.1	1.9	6.1	3.1	2.5	1.6	95.0
Interest and bank charges	1.3(A)	1.8	1.2	2.5	1.5	1.6	1.1	87.8
Professional fees	0.9(A)	2.3	0.6	3.6	1.6	0.9	0.6	81.3
General expenses	2.6(A)	3.1	2.5	3.6	2.8	2.9	2.3	89.9
Advertising	0.9(A)	1.5	0.8	0.8	1.9	0.8	0.8	86.3
Delivery expenses	0.9(B)	0.1	1.1	0.1	0.2	1.3	1.0	35.8
Insurance	0.8(A)	1.4	0.6	2.7	0.8	0.8	0.6	55.4
Other expenses	18.5(A)	27.7	17.1	60.1	11.5	23.2	15.1	100.0
Total expenses	95.4(A)	98.2	94.9	119.7	87.5	96.8	94.3	100.0
Net profit/loss	4.6(B)	1.8	5.1	-19.7	12.5	3.2	5.7	100.0
Average number of paid employees	2.6	0.2	5.1	0.1	0.3	2.0	8.2	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.5	2.0	5.2	-6.9	9.3	3.0	6.2	
Gross margin (percent)	38.2	53.3	35.7	73.3	43.3	44.3	33.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	50							
Gross operating revenue	344.5(B)	85.6	682.9	42.0	105.0	241.7	915.5	
Total expenses	309.3(B)	67.8	624.9	30.3	84.5	205.9	845.8	
Net profit	35.3(A)	17.8	58.0	11.7	20.6	35.8	69.8	
Non-Profitable								
Gross operating revenue	185.1(A)	60.0	280.4	53.7	79.8	-	-	
Total expenses	196.2(A)	80.6	284.2	75.1	98.0	-	-	
Net loss	-11.1(A)	-20.6	-3.8	-21.4	-18.1	-	-	
1995								
Profitable								
Percent of businesses	94							
Gross operating revenue	146.8(A)	74.0	215.9	51.3	93.4	124.1	305.0	
Total expenses	122.1(A)	46.4	194.1	39.9	52.0	107.1	278.6	
Net profit	24.6(A)	27.6	21.8	11.3	41.5	17.1	26.4	
Non-Profitable								
Gross operating revenue	89.8(A)	62.1	154.2	-	-	-	-	
Total expenses	100.4(A)	72.3	165.8	-	-	-	-	
Net loss	-10.7(B)	-10.3	-11.6	-	-	-	-	

PRODUCT SOURCES

NAME: Dingwall Designer Guitars

ADDRESS: 733 Broadway Avenue
Saskatoon, Saskatchewan S7N 1B3

PHONE: (306) 242-6201

PRODUCTS: Guitars

WEB SITE: http://www.dingwallguitars.com/

E-MAIL: sheldon@dingwallguitars.com

NAME: Canwood Percussion and Pro Audio

ADDRESS: Box 615
Lloydminster, Saskatchewan S9V 0Y7

PHONE: (306) 825-8393 **FAX:** (306) 825-8803

NAME: Obelisk Drums

ADDRESS: PO Box 89025
McKenzie Town
Calgary, Alberta T2Z 3W3

PHONE: (403) 236-9169 **FAX:** (403) 236-9168

WEB SITE: http://www.obeliskdrums.com/

E-MAIL: info@obeliskdrums.com

NAME: Webber Guitars

ADDRESS: 1385A Crown Street
North Vancouver, B.C. V7J 1G4

PHONE: (604) 980-0315 **FAX:** (604) 980-0350

PRODUCTS: Guitars.

WEB SITE: http://www.webberguitars.com/

E-MAIL: david@axion.net

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Shelving, layout designs, racking, etc.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Shelving & layout design.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Music Industries Association of Canada Conference and Trade Show

FREQUENCY: Annual (trade)

LOCATION: Toronto International Centre

ADDRESS: 33 Medhurst Dr
Toronto, Ontario M4B 1B2

CONTACT: Al Kowalenko, Show Manager

PHONE: (416) 490-1871
Or 1-877-490-6422
FAX: (416) 490-9739
Or 1-877-809-8600

PRODUCTS: Manufacturers, distributors and wholesalers of musical instruments, sound reinforcement products and published music.

WEB SITE: http://www.miac.net/

E-MAIL: info@miac.net

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Music Industries Association of Canada

ADDRESS: 33 Medhurst Road
Toronto, Ontario M4B 1B2

CONTACT: Al Kowalenko, Executive Secretary/Secretary Manager

PHONE: (416) 490-1871
Or 1-877-490-6422

FAX: (416) 490-9739
Or 1-877-809-8600

COMMENTS: Links manufacturers, distributors and wholesalers of musical instruments, sound reinforcement products and published music. Annual trade show held for music dealers from across Canada.

WEB SITE: http://www.miac.net/

E-MAIL: info@miac.net

NAME: Canadian Music Centre – (Prairie Region)

ADDRESS: Viotel Archer Library
#911, 2500 University Drive North West
Calgary, Alberta T2N 1N4

CONTACT: John C. Reid, Regional Director

PHONE: (403) 220-7403

FAX: (403) 289-4877

COMMENTS: Promotes, disseminates and makes readily available Canadian composers' concert music, at home and abroad.

E-MAIL: prairie@musiccentre.ca

TRADE ASSOCIATIONS

NAME: Canadian Music Publishers Company Association (CMPA)
(Also known as: Canadian Musical Reproduction Rights Agency Ltd)

ADDRESS: 56 Wellesley Street West, Suite 320
Toronto, Ontario M5S 2S3

CONTACT: Robert Ott, President

PHONE: (416) 926-1966 **FAX:** (416) 926-7521

COMMENTS: Represents the interests of music publishers in the fight to reform Canada's copyright legislation. Assists with the licensing of recording rights and the collection of all royalties and fees due thereof.

WEB SITE: www.cmrra.ca

E-MAIL: dhasskin@cmraa.ca

NAME: Saskatchewan Music Festival Association

ADDRESS: 207 – 2314 11th Ave
Regina, Saskatchewan S4P 0K1

CONTACT: Covey Lazecki, Executive Director

PHONE: (306) 757-1722 **FAX:** (306) 347-7789

WEB SITE: www.smsa.ca

E-MAIL: sask.music.festival@sk.sympatico.ca

NAME: Federation of Canadian Music Festivals

ADDRESS: 3954 Parkdale Road
Saskatoon, Saskatchewan S7H 5A7

CONTACT: Penny Joynt, Executive Director

PHONE: (306) 693-7087 **FAX:** (306) 693-7087

COMMENTS: Encourage the study and practise of the art of music. Organize the National Music Festival.

WEB SITE: http://www.fcmf.org/

E-MAIL: national.festival@fcmf.org

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

TITLE Electronic Musician (Polyphony)

FREQUENCY: Monthly

ADDRESS: Cardinal Business Media
#400 - 1300 Virginia Drive
Fort Washington, PA 19034

PHONE: (215) 643-8000 **FAX:** (215) 643-3901

NAME: Canadian Musician

FREQUENCY: 6 issues per year.

ADDRESS: Norris Publications
Suite #7, 23 Hannover Drive
St. Catherines, Ontario L2W 1A3

PHONE: (905) 641-3471 **FAX:** (905) 641-1648

NAME: BillBoard International Buyers Guide

FREQUENCY: Annual

ADDRESS: BPI Communications Inc.
1515 Broadway, 12th Floor
New York, New York 10036

PHONE: (212) 536-5294 **FAX:** (212) 536-5283

PRODUCTS: Complete directory of services, supplies, companies for the music/record/tape industry world-wide. Addresses of U.S. record companies, music publishers, retailers and wholesalers

TRADE JOURNALS

NAME: The Music & Sound Retailer

FREQUENCY: Monthly

ADDRESS: Testa Communications, Inc.
25 Willowdale Avenue
Port Washington, New York 11050

PHONE: (516) 767-2500 **FAX:** (516) 767-9335

NAME: Canadian Music Trade

FREQUENCY: Bimonthly

ADDRESS: Norris-Whitney Communications
23 Hannover Drive Suite 7
St. Catherines, Ontario L2W 1A3

PHONE: (905) 641-3471
Or 1-800-265-8481 **FAX:** (905) 641-1648

E-MAIL: info@nor.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	10	30	-	30	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	58.5(A)	-	-	-	-	-	-	100.0
Purchases and material	61.5(A)	-	-	-	-	-	-	100.0
Closing inventory	39.7(A)	-	-	-	-	-	-	66.7
	36.7(A)	-	-	-	-	-	-	66.7
Wages, salaries, and benefits	9.0(A)	-	-	-	-	-	-	77.8
Direct	0.0(A)	-	-	-	-	-	-	0.0
Indirect	9.0(A)	-	-	-	-	-	-	77.8
Occupancy expenses	3.9(A)	-	-	-	-	-	-	88.9
Depreciation	0.6(B)	-	-	-	-	-	-	88.9
Repairs and maintenance	0.4(A)	-	-	-	-	-	-	55.6
Fuel and oil	0.0(A)	-	-	-	-	-	-	0.0
Utilities	1.1(A)	-	-	-	-	-	-	66.7
Rent	1.8(A)	-	-	-	-	-	-	66.7
Financial expenses	3.1(A)	-	-	-	-	-	-	100.0
Interest and bank charges	2.7(A)	-	-	-	-	-	-	100.0
Professional fees	0.4(A)	-	-	-	-	-	-	77.8
General expenses	1.8(A)	-	-	-	-	-	-	88.9
Advertising	1.2(A)	-	-	-	-	-	-	88.9
Delivery expenses	0.4(A)	-	-	-	-	-	-	33.3
Insurance	0.1(A)	-	-	-	-	-	-	66.7
Other expenses	16.2(A)	-	-	-	-	-	-	100.0
Total expenses	92.5(A)	-	-	-	-	-	-	100.0
Net profit/loss	7.5(A)	-	-	-	-	-	-	100.0
Average number of paid employees	2.7	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.8	-	-	-	-	-	-	
Gross margin (percent)	32.5	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	91							
Gross operating revenue	486.6(B)	-	-	-	-	-	-	
Total expenses	444.9(B)	-	-	-	-	-	-	
Net profit	41.7(A)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	75							
Gross operating revenue	143.5(A)	76.6	246.6	-	-	-	-	
Total expenses	128.4(A)	66.3	224.0	-	-	-	-	
Net profit	15.1(A)	10.3	22.6	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

SIC R9614 - Sound Recording Services

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	25	25	-	25	-	-	-	
High Value ($ 000)	5000	-	5000	-	-	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	30.7(A)	-	-	-	-	-	-	42.9
Purchases and material	30.7(A)	-	-	-	-	-	-	42.9
Closing inventory	0.0(A)	-	-	-	-	-	-	0.0
	0.0(A)	-	-	-	-	-	-	0.0
Wages, salaries, and benefits	16.2(A)	-	-	-	-	-	-	57.1
Direct	0.0(A)	-	-	-	-	-	-	0.0
Indirect	16.2(A)	-	-	-	-	-	-	57.1
Occupancy expenses	17.3(A)	-	-	-	-	-	-	100.0
Depreciation	5.4(A)	-	-	-	-	-	-	100.0
Repairs and maintenance	0.7(A)	-	-	-	-	-	-	85.7
Fuel and oil	0.0(A)	-	-	-	-	-	-	0.0
Utilities	2.4(A)	-	-	-	-	-	-	100.0
Rent	8.8(A)	-	-	-	-	-	-	57.1
Financial expenses	2.7(A)	-	-	-	-	-	-	100.0
Interest and bank charges	1.4(A)	-	-	-	-	-	-	85.7
Professional fees	1.3(A)	-	-	-	-	-	-	85.7
General expenses	1.9(A)	-	-	-	-	-	-	100.0
Advertising	1.0(A)	-	-	-	-	-	-	85.7
Delivery expenses	0.5(B)	-	-	-	-	-	-	57.1
Insurance	0.5(B)	-	-	-	-	-	-	85.7
Other expenses	14.8(B)	-	-	-	-	-	-	100.0
Total expenses	83.7(A)	-	-	-	-	-	-	100.0
Net profit/loss	16.3(A)	-	-	-	-	-	-	100.0
Average number of paid employees	1.0	-	-	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	12.4	-	-	-	-	-	-	
Gross margin (percent)	53.0	-	-	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1995								
Profitable								
Percent of businesses	68							
Gross operating revenue	311.4(B)	-	-	-	-	-	-	
Total expenses	241.4(B)	-	-	-	-	-	-	
Net profit	70.0(B)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	-							
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net profit	-0	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Wong's Camera Wholesale

ADDRESS: 110 Danforth Avenue
Toronto, Ontario M4K 1N1

PHONE: (416) 469-9909

PRODUCTS: Camera equipment & supplies - wholesale only.

NAME: AGFA Division of Bayer Inc.

ADDRESS: 77 Belfield Road
Toronto, Ontario M9W 1G6

PHONE: (416) 241-1110 **FAX:** (416) 241-5409

PRODUCTS: Photographic equipment & supplies - wholesale only.

WEB SITE: http://www.agfa.ca

NAME: Polaroid Canada Inc.

ADDRESS: 350 Carlingview Drive
Etobicoke, Ontario M9W 5G6

PHONE: (416) 675-3680
Or 1-800-268-6970
FAX: (416) 675-3228

PRODUCTS: Polaroid professional products.

WEB SITE: http://www.polaroid.ca

NAME: Skana Photo-Lab Products

ADDRESS: 914 Sherwood Ave.
Coquitlam, British Columbia V3K 1A6

PHONE: (604) 540-9121
Or 1-800-443-7553
FAX: (640) 540-9663
Or 1-877-388-2877

PRODUCTS: Custom & one hour lab specialists, complete line of printers, film, paper products, equipment & accessories. Fuji-Hunt chemicals & Fuji papers.

WEB SITE: http://www.skanaphoto.com/

E-MAIL: Sales@skanaphoto.com

PRODUCT SOURCES

NAME: Technicare Incorporated

ADDRESS: 1338 11th Avenue SW
Calgary, Alberta T3C 0M6

PHONE: (403) 228-0075 **FAX:** (403) 228-0129

Or

ADDRESS: 10604 – 105 Avenue
Edmonton, Alberta T5H 0L2

PHONE: (780) 425-4151 **FAX:** (780) 425-1784

Or

ADDRESS: 61 Adelaide
Winnipeg, Manitoba R3A 0V8

PHONE: (204) 947-3672 **FAX:** (204) 989-2257

PRODUCTS: Photographic products, film, paper, chemicals, new & used equipment. Kreonite sales and service.

NAME: Picture Perfect Magazine (IFMT Magazine)

ADDRESS: Aquino Productions
P.O. Box 15760
Stamford, CT 68127

PHONE: (203) 967-9952 **FAX:** (203) 975-1115

PRODUCTS: Showcases photography in it's many expressions, (stock, travel, fashion, beauty, glamour, and commercial). Ongoing photography contests.

TRADE SHOWS

NAME:	Photo Marketing Association International Annual Convention & Trade Show		
FREQUENCY:	Annual - February (Trade) in Orlando		
ADDRESS:	Photo Marketing Association International (PMIA) 3000 Picture Place Jackson, Missouri 49201		
CONTACT:	Ron Folland		
PHONE:	(517) 788-8100	**FAX:**	(517) 788-8371
PRODUCTS:	Photo/video & electronic imaging products and accessories. Professional, wholesale & minilab photo processing equipment and supplies.		
WEB SITE:	http://www.pmai.org		
E-MAIL:	PMA_Trade_Exhibits@pmai.org		

NAME:	PPA 2002 Imaging Conference & Expo		
FREQUENCY:	Annual - July (Consumer & Trade) in Atlantic City		
ADDRESS:	Professional Photographers of America Inc 229 Peachtree St NE, Suite 2200 Atlanta, Georgia 06856		
CONTACT:	Susan Rollins, Show Manager		
PHONE:	(404) 522-8600	**FAX:**	(404) 604-6405
PRODUCTS:	Film and film processing, cameras, albums, frames, studio equipment, and related accessories.		
E-MAIL:	csc@ppa.com		

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Association for Photographic Art (CAPA)

ADDRESS: 3158 Hopedale Ave
Clearbrook, BC V2T 2G7

CONTACT: Colin Angus, President

PHONE: (604) 855-4848 **FAX:** (604) 859-6288

WEB SITE: http://www.capa-acap.ca

E-MAIL: capa@dowco.com

NAME: Canadian Association of Photographers& Illustrators in Communications (CAPIC)

ADDRESS: #322, 100 Broadview Ave
Toronto, Ontario M4M 3H3

CONTACT: Greg Blue, President

PHONE: (416) 462-3700
Or 1-888-252-2742 **FAX:** (416) 462-3678

WEB SITE: http://www.capic.org

E-MAIL: capic@total.net

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Aperture

FREQUENCY: Quarterly

ADDRESS: 20 East 23rd Street
New York, New York 10010

PHONE: (212) 505-5555
Or 1-800-929-2323
FAX: (212) 598-4015

NAME: Photo REtailer

FREQUENCY: Triennial

ADDRESS: Apex Publications Inc
Toronto-Dominion Bank Tower
55 King St W, Box 77, Suite 2550
Toronto, Ontario M5K 1E7

PHONE: (416) 692-2210
Or 1-800-905-7468
FAX: (416) 692-3392

NAME: Canadian Camera

FREQUENCY: Annual

ADDRESS: Canadian Association of Photographic Art
4 Quaker Ct
Wellington, Ontario K0K 3L0

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9931 Photographers

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range								
Low Value ($ 000)	30	30	67	30	40	67	94	
High Value ($ 000)	5000	67	5000	40	67	94	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**26.8(A)**	**27.8**	**26.5**	**9.0**	**39.1**	**29.6**	**25.4**	**80.6**
Purchases and material	26.3(A)	27.2	26.0	9.4	37.9	29.9	24.6	80.6
Closing inventory	5.8(A)	3.7	6.4	2.1	4.7	10.3	5.0	44.4
	6.3(A)	4.3	7.0	1.7	5.9	10.0	5.9	44.4
Wages, salaries, and benefits	**22.0(B)**	**0.8**	**28.3**	**0.0**	**1.3**	**18.9**	**31.7**	**63.9**
Direct	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Indirect	22.0(B)	0.8	28.3	0.0	1.3	18.9	31.7	63.9
Occupancy expenses	**15.0(A)**	**19.6**	**13.6**	**16.1**	**21.7**	**15.3**	**13.0**	**97.2**
Depreciation	6.8(A)	11.3	5.5	10.8	11.6	8.3	4.5	91.7
Repairs and maintenance	1.8(A)	1.1	2.0	0.7	1.3	1.6	2.1	77.8
Fuel and oil	0.2(A)	0.4	0.2	0.7	0.3	0.0	0.3	11.1
Utilities	2.5(A)	4.1	2.0	2.8	4.9	1.7	2.1	69.4
Rent	3.6(A)	2.6	3.9	1.0	3.6	3.7	4.0	50.0
Financial expenses	**5.7(A)**	**2.6**	**6.6**	**1.9**	**3.1**	**6.1**	**6.8**	**91.7**
Interest and bank charges	3.4(A)	2.4	3.7	1.6	2.9	2.4	4.2	88.9
Professional fees	2.3(B)	0.2	2.9	0.3	0.2	3.7	2.7	77.8
General expenses	**2.9(A)**	**2.6**	**3.0**	**0.7**	**3.7**	**3.9**	**2.7**	**88.9**
Advertising	1.6(A)	1.1	1.8	0.0	1.7	2.4	1.6	86.1
Delivery expenses	0.7(A)	0.5	0.8	0.0	0.8	1.1	0.7	36.1
Insurance	0.6(A)	1.0	0.4	0.6	1.2	0.4	0.4	50.0
Other expenses	**15.2(A)**	**23.5**	**12.8**	**27.4**	**21.1**	**13.0**	**12.7**	**100.0**
Total expenses	**87.6(A)**	**76.8**	**90.8**	**55.1**	**89.9**	**86.8**	**92.3**	**100.0**
Net profit/loss	**12.4(A)**	**23.2**	**9.2**	**44.9**	**10.1**	**13.2**	**7.7**	**100.0**
Average number of paid employees	1.4	0.0	2.7	0.0	0.0	0.6	4.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.6	10.6	3.5	28.5	4.5	6.4	2.9	
Gross margin (percent)	51.2	71.4	45.2	91.0	59.6	51.5	42.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	88							
Gross operating revenue	91.2(A)	45.1	141.1	34.1	58.4	78.6	208.6	
Total expenses	75.3(A)	33.0	121.2	18.8	50.1	64.8	181.9	
Net profit	15.9(A)	12.1	20.0	15.3	8.3	13.8	26.7	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	79							
Gross operating revenue	100.7(A)	44.2	151.5	32.9	51.5	86.2	213.0	
Total expenses	84.4(A)	30.0	133.3	22.3	35.0	77.5	185.9	
Net profit	16.3(A)	14.2	18.2	10.6	16.6	8.7	27.1	
Non-Profitable								
Gross operating revenue	77.9(B)	-	-	-	-	-	-	
Total expenses	80.2(B)	-	-	-	-	-	-	
Net loss	-2.3(B)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Crane Canada Inc.

ADDRESS:
4100 Princess Street
Regina, Saskatchewan S4S 3N3

PHONE: (306) 565-8787

PRODUCTS: Wholesale plumbing supplies, fixtures & accessories.

NAME: Mryglod Steel & Metal Inc.

ADDRESS:
1305 Railway Avenue
Weyburn, Saskatchewan S4H 3M9

PHONE: (306) 842-4185
Or 1-866-847-8335
FAX: (306) 842-7799

E-MAIL: mryglod.steel@sk.sympatico.ca

NAME: Distributor Magazine

ADDRESS:
Technical Reporting Corp.
651 W. Washington St, Suite 300
Chicago, Illinois 60606

PHONE: (312) 993-0929
FAX: (312) 993-0960

NAME: Photographic Equipment and Supplies Retail

ADDRESS:
American Business Directories Inc
5711 S 86th Cir
Omaha, Nebraska 68127

PHONE: (402) 593-4600
FAX: (402) 331-5481

PRODUCTS: Information on retailers of photographic equipment and supplies.

PRODUCT SOURCES

NAME: Emco Supply Wholesale Heating Supplies

ADDRESS: 615 Vennels St.
Regina, Saskatchewan S4N 6B1

PHONE: (306) 569-9621

PRODUCTS: Plumbing & heating supplies.

NAME: Westburne Industrial Enterprises Limited

ADDRESS: 2744 1st Avenue N
Saskatoon, Saskatchewan S7K 6M5

PHONE: (306) 933-1033

PRODUCTS: All plumbing & heating supplies, pipes, valves & fittings.

NAME: Crane Supply

ADDRESS: 335 - 6th Avenue East
Regina, Saskatchewan S4N 6A6

PHONE: (306) 525-1325 **FAX:** (306) 525-9422

PRODUCTS: Valves & fittings - plumbing & heating; hydrants.

NAME: Wallace Construction Specialties Limited

ADDRESS: 825 MacKay Street
Regina, Saskatchewan S4N 2S3

PHONE: (306) 569-2334

PRODUCTS: Pipe & duct insulation, access doors & drain tile.

NAME: EMCO Ltd. (Building Products)

ADDRESS: 139 29th Street E.
Saskatoon, Saskatchewan S7L 6Y6

PHONE: (306) 242-7577 **FAX:** (306) 242-7057

TRADE SHOWS

NAME: CMX - Canadian Mechanical Exposition

FREQUENCY: Biannual - March (Trade)

ADDRESS:
Shield Associates Ltd
25 Bradgate Road
Don Mills, Ontario M3B 1J6

CONTACT: Patrick Shield, Show Manager

PHONE: (416) 444-5225 **FAX:** (416) 444-8268
Or 1-800-282-0333

PRODUCTS: Mechanical plumbing, heating, refrigeration, air conditioning, ventilation equipment & materials.

WEB SITE: http://www.cmxshow.com

E-MAIL: windor@salshow.com

NAME: CIPHEX 2002

FREQUENCY: Biennial - September (Trade)

ADDRESS:
Canadian Institute of Plumbing & Heating
295 The West Mall, Suite 330
Etobicoke, Ontario M9C 4Z4

CONTACT: Elizabeth McCullough, Show Manager

PHONE: (416) 695-0447 **FAX:** (416) 695-0450

PRODUCTS: Plumbing, hydronics, heating, cooling, kitchen and bath tools, software and accessories.

WEB SITE: http://www.ciphex2002.com/

E-MAIL: ciph@ican.net

TRADE SHOWS

NAME: Meet 2002

FREQUENCY: Annual - May (Trade)

ADDRESS:
Master Promotions Ltd
48 Broad St, PO Box 565
Saint John, NB E2L 3Z8

CONTACT: Jeff Lacey, Show Manager

PHONE: (506) 658-0018
Or 1-800-454-7469

FAX: (506) 658-0750

PRODUCTS: Plumbing, heating, air conditioning, natural gas, instrumentation, refrigeration, ventilation, fire-protection, sanitation fixtures, tools, equipment & services for contractors, plumbing products and services.

WEB SITE: http://masterpromotions.ca/index2.asp?id=26

E-MAIL: show@nbnet.nb.ca

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: The Canadian Institute for Plumbing and Heating

ADDRESS: #330, 295 The West Mall
Toronto, Ontario M9C 4Z4

CONTACT: Edward R Hardison, President

PHONE: (416) 695-0447 **FAX:** (416) 695-0450

WEB SITE: http://www.ciph.com

E-MAIL: ciph@ciph.com

NAME: Mechanical Contractors Association of Canada

ADDRESS: #804, 280 Albert St
Ottawa, Ontario K1P 5G8

CONTACT: Richard McKeagen, President

PHONE: (613) 232-0492 **FAX:** (613) 235-2793

WEB SITE: www.mcac.ca

E-MAIL: mcac@mcac.ca

Source: Directory of Associations in Canada, 2002, Micromedia Limited

TRADE JOURNALS

NAME: Air Conditioning, Heating and Refrigerator News

ADDRESS:
Business News Publishing Co
755 W Big Beaver Rd, Suite 1000
Troy, Michigan 48084

PHONE: (248) 362-3700
Or 1-800-837-7370
FAX: (248) 362-0317

WEB SITE: www.bnp.com

NAME: Plumbing, Piping and Heating

FREQUENCY: Bimonthly

ADDRESS:
Nytek Publishing Inc
130 Belfield Rd
Etobicoke, Ontario M9W 1G1

PHONE: (416) 242-8088
FAX: (416) 242-8085

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Special Trades Contracting Industry

FREQUENCY: Annual

AUTHOR: Statistics Canada 64-210

USE: Analyzes the organization, output, labour, characteristics, revenue, operating costs & capital expenditures by province or region of 36 contracting trades.

WEB SITE: http://www.strategis.ic.gc.ca

NAME: Canadian Institute of Plumbing and Heating

ADDRESS: 295 The West Mall, Suite 330
Etobicoke, Ontario M9C 4Z4

PHONE: (416) 695-0447 **FAX:** (416) 695-0450

USE: Lists manufacturers & wholesalers, manufacturers agents, associate members, details key trade shows, lists new products for sale, Regional meeting dates, legislative bills (ie. C-14), current market data research.

WEB SITE: http://www.ciph.com

E-MAIL: ciph@ican.net

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 4241 - Plumbing

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	100							
Revenue Range								
Low Value ($ 000)	30	30	207	30	65	207	246	
High Value ($ 000)	5000	207	5000	65	207	246	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	57.6(A)	45.5	59.9	54.0	41.8	53.4	61.8	91.3
Purchases and material	63.0(A)	45.2	66.3	54.1	41.3	68.4	65.7	91.3
Closing inventory	10.3(A)	5.1	11.3	5.5	5.0	19.1	9.0	50.0
	4.9(B)	5.4	4.8	5.3	5.4	4.1	5.1	48.1
Wages, salaries, and benefits	23.4(A)	19.1	24.3	6.1	24.8	32.6	21.9	78.8
Direct	11.3(A)	0.2	13.4	0.0	0.2	8.6	14.8	24.0
Indirect	12.1(A)	19.0	10.8	6.1	24.6	24.0	7.1	71.2
Occupancy expenses	5.0(A)	6.4	4.8	4.4	7.2	7.3	4.1	100.0
Depreciation	1.4(A)	2.9	1.2	0.6	3.9	2.5	0.8	87.5
Repairs and maintenance	1.1(A)	0.5	1.2	0.8	0.3	1.7	1.1	53.8
Fuel and oil	0.3(B)	0.0	0.3	0.1	0.0	0.0	0.4	6.7
Utilities	1.6(A)	2.7	1.4	2.8	2.7	2.9	1.0	71.2
Rent	0.5(B)	0.2	0.6	0.0	0.3	0.1	0.8	44.2
Financial expenses	0.9(A)	2.1	0.7	3.3	1.5	0.7	0.7	95.2
Interest and bank charges	0.4(B)	0.7	0.4	0.2	0.8	0.3	0.4	86.5
Professional fees	0.5(A)	1.4	0.3	3.1	0.7	0.3	0.3	83.7
General expenses	4.3(A)	4.7	4.3	7.3	3.6	7.9	3.2	91.3
Advertising	1.0(A)	0.7	1.1	0.0	1.0	1.7	0.9	85.6
Delivery expenses	2.4(A)	2.6	2.3	4.5	1.8	4.6	1.6	41.3
Insurance	1.0(A)	1.3	0.9	2.8	0.7	1.6	0.7	64.4
Other expenses	12.1(A)	9.8	12.5	7.9	10.6	12.7	12.5	99.0
Total expenses	103.4(A)	87.5	106.4	83.0	89.5	114.4	104.1	100.0
Net profit/loss	-3.4(B)	12.5	-6.4	17.0	10.5	-14.4	-4.1	100.0
Average number of paid employees	2.3	0.6	3.9	0.1	1.1	2.4	5.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-7.1	20.1	-16.3	73.4	13.6	-40.8	-9.8	
Gross margin (percent)	18.9	35.4	15.8	39.9	33.4	14.0	16.4	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	71							
Gross operating revenue	265.8(B)	97.9	577.9	60.8	133.1	208.7	1121.9	
Total expenses	249.7(B)	84.3	557.1	49.8	117.2	201.8	1080.7	
Net profit	16.1(A)	13.5	20.8	11.0	15.9	6.9	41.3	
Non-Profitable								
Gross operating revenue	379.1(B)	63.4	428.5	-	-	-	-	
Total expenses	452.6(A)	70.7	512.4	-	-	-	-	
Net loss	-73.5(A)	-7.3	-83.9	-	-	-	-	
1995								
Profitable								
Percent of businesses	88							
Gross operating revenue	163.6(B)	29.7	284.7	25.5	36.1	111.6	445.9	
Total expenses	143.4(B)	15.9	258.7	7.6	28.3	85.8	419.7	
Net profit	20.2(A)	13.8	26.0	17.9	7.7	25.8	26.1	
Non-Profitable								
Gross operating revenue	114.5(B)	63.9	221.4	-	-	-	-	
Total expenses	123.4(B)	70.2	235.9	-	-	-	-	
Net loss	-8.9(B)	-6.3	-14.5	-	-	-	-	

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STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC F4240 - Plumbing, Heating and Air Conditioning, Mechanical Work

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	130							
Revenue Range:								
Low Value ($ 000)	30	30	207	30	65	207	246	
High Value ($ 000)	5000	207	5000	65	207	246	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	57.4(A)	44.9	59.5	53.6	41.3	57.3	60.1	92.3
Purchases and material	61.7(A)	44.7	64.6	53.8	40.9	75.5	61.9	92.3
Closing inventory	8.9(A)	5.1	9.6	5.4	4.9	21.6	6.6	51.5
	4.6(A)	5.3	4.5	5.2	5.4	3.4	4.8	50.8
Wages, salaries, and benefits	23.6(A)	19.6	24.2	6.1	25.3	30.2	22.8	79.2
Direct	12.3(A)	0.2	14.4	0.0	0.2	10.4	15.4	26.2
Indirect	11.2(A)	19.5	9.8	6.0	25.1	19.8	7.4	70.0
Occupancy expenses	4.8(A)	6.7	4.5	4.7	7.5	7.1	3.8	100.0
Depreciation	1.6(A)	3.1	1.3	0.6	4.2	2.0	1.1	89.2
Repairs and maintenance	0.9(B)	0.5	1.0	0.9	0.3	2.1	0.8	59.2
Fuel and oil	0.3(B)	0.2	0.3	0.3	0.1	0.0	0.3	8.5
Utilities	1.5(A)	2.7	1.3	2.9	2.6	2.9	0.9	73.1
Rent	0.5(B)	0.2	0.6	0.0	0.3	0.0	0.7	45.4
Financial expenses	0.8(A)	2.0	0.6	3.3	1.5	0.6	0.7	95.4
Interest and bank charges	0.4(B)	0.7	0.3	0.2	0.9	0.3	0.3	86.9
Professional fees	0.5(A)	1.3	0.3	3.1	0.6	0.3	0.3	84.6
General expenses	4.0(A)	4.5	3.9	7.2	3.4	8.6	2.8	92.3
Advertising	1.0(A)	0.8	1.0	0.1	1.0	1.9	0.8	86.9
Delivery expenses	2.2(A)	2.5	2.1	4.4	1.7	4.9	1.4	40.8
Insurance	0.9(A)	1.3	0.8	2.7	0.6	1.8	0.6	64.6
Other expenses	10.3(A)	9.6	10.4	8.0	10.3	14.4	9.4	99.2
Total expenses	100.9(A)	87.4	103.2	83.0	89.2	118.1	99.6	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	2.6	0.6	4.5	0.1	1.2	2.3	6.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	19.0	35.5	16.2	40.3	33.4	12.5	17.1	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	73							
Gross operating revenue	322.8(A)	101.1	709.1	60.7	139.6	208.9	1147.2	
Total expenses	299.9(A)	87.1	670.6	49.7	122.7	201.9	1081.3	
Net profit	22.9(A)	14.0	38.4	11.0	16.9	7.0	65.9	
Non-Profitable								
Gross operating revenue	381.5(B)	63.4	431.0	-	-	-	-	
Total expenses	454.8(A)	70.7	514.6	-	-	-	-	
Net loss	-73.3(A)	-7.3	-83.6	-	-	-	-	
1995								
Profitable								
Percent of businesses	88							
Gross operating revenue	198.1(B)	31.2	337.8	25.8	40.2	129.7	551.3	
Total expenses	176.5(B)	17.5	309.6	9.6	30.7	104.3	520.0	
Net profit	21.6(A)	13.7	28.2	16.2	9.5	25.3	31.3	
Non-Profitable								
Gross operating revenue	147.0(B)	63.1	515.0	-	-	-	-	
Total expenses	156.4(B)	69.5	537.5	-	-	-	-	
Net loss	-9.4(A)	-6.4	-22.5	-	-	-	-	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC F4241 - Plumbing

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	100							
Revenue Range								
Low Value ($ 000)	30	30	207	30	65	207	246	
High Value ($ 000)	5000	207	5000	65	207	246	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	57.6(A)	45.5	59.9	54.0	41.8	53.4	61.8	91.3
Purchases and material	63.0(A)	45.2	66.3	54.1	41.3	68.4	65.7	91.3
Closing inventory	10.3(A)	5.1	11.3	5.5	5.0	19.1	9.0	50.0
	4.9(B)	5.4	4.8	5.3	5.4	4.1	5.1	48.1
Wages, salaries, and benefits	23.4(A)	19.1	24.3	6.1	24.8	32.6	21.9	78.8
Direct	11.3(A)	0.2	13.4	0.0	0.2	8.6	14.8	24.0
Indirect	12.1(A)	19.0	10.8	6.1	24.6	24.0	7.1	71.2
Occupancy expenses	5.0(A)	6.4	4.8	4.4	7.2	7.1	4.1	100.0
Depreciation	1.4(A)	2.9	1.2	0.6	3.9	2.5	0.8	87.5
Repairs and maintenance	1.1(A)	0.5	1.2	0.8	0.3	1.7	1.1	53.8
Fuel and oil	0.3(B)	0.0	0.3	0.1	0.0	0.0	0.4	6.7
Utilities	1.6(A)	2.7	1.4	2.8	2.7	2.9	1.0	71.2
Rent	0.5(B)	0.2	0.6	0.0	0.3	0.1	0.8	44.2
Financial expenses	0.9(A)	2.1	0.7	3.3	1.5	0.7	0.7	95.2
Interest and bank charges	0.4(B)	0.7	0.4	0.2	0.8	0.3	0.4	86.5
Professional fees	0.5(A)	1.4	0.3	3.1	0.7	0.3	0.3	83.7
General expenses	4.3(A)	4.7	4.3	7.3	3.6	7.9	3.2	91.3
Advertising	1.0(A)	0.7	1.1	0.0	1.0	1.7	0.9	85.6
Delivery expenses	2.4(A)	2.6	2.3	4.5	1.8	4.6	1.6	41.3
Insurance	1.0(A)	1.3	0.9	2.8	0.7	1.6	0.7	64.4
Other expenses	12.1(A)	9.8	12.5	7.9	10.6	12.7	12.5	99.0
Total expenses	103.4(A)	87.5	106.4	83.0	89.5	114.4	104.1	100.0
Net profit/loss	-3.4(B)	12.5	-6.4	17.0	10.5	-14.4	-4.1	100.0
Average number of paid employees	2.3	0.6	3.9	0.1	1.1	2.4	5.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-7.1	20.1	-16.3	73.4	13.6	-40.8	-9.8	
Gross margin (percent)	18.9	35.4	15.8	39.9	33.4	14.0	16.4	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	71							
Gross operating revenue	265.8(B)	97.9	577.9	60.8	133.1	208.7	1121.9	
Total expenses	249.7(B)	84.3	557.1	49.8	117.2	201.8	1080.7	
Net profit	16.1(A)	13.5	20.8	11.0	15.9	6.9	41.3	
Non-Profitable								
Gross operating revenue	379.1(B)	63.4	428.5	-	-	-	-	
Total expenses	452.6(A)	70.7	512.4	-	-	-	-	
Net loss	-73.5(A)	-7.3	-83.9	-	-	-	-	
1995								
Profitable								
Percent of businesses	88							
Gross operating revenue	163.6(B)	29.7	284.7	25.5	36.1	111.6	445.9	
Total expenses	143.4(B)	15.9	258.7	7.6	28.3	85.8	419.7	
Net profit	20.2(A)	13.8	26.0	17.9	7.7	25.8	26.1	
Non-Profitable								
Gross operating revenue	114.5(B)	63.9	221.4	-	-	-	-	
Total expenses	123.4(B)	70.2	235.9	-	-	-	-	
Net loss	-8.9(B)	-6.3	-14.5	-	-	-	-	

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STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC F4240 - Plumbing, Heating and Air Conditioning, Mechanical Work

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	130							
Revenue Range:								
Low Value ($ 000)	30	30	207	30	65	207	246	
High Value ($ 000)	5000	207	5000	65	207	246	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	57.4(A)	44.9	59.5	53.6	41.3	57.3	60.1	92.3
Purchases and material	61.7(A)	44.7	64.6	53.8	40.9	75.5	61.9	92.3
Closing inventory	8.9(A)	5.1	9.6	5.4	4.9	21.6	6.6	51.5
	4.6(A)	5.3	4.5	5.2	5.4	3.4	4.8	50.8
Wages, salaries, and benefits	23.6(A)	19.6	24.2	6.1	25.3	30.2	22.8	79.2
Direct	12.3(A)	0.2	14.4	0.0	0.2	10.4	15.4	26.2
Indirect	11.2(A)	19.5	9.8	6.0	25.1	19.8	7.4	70.0
Occupancy expenses	4.8(A)	6.7	4.5	4.7	7.5	7.1	3.8	100.0
Depreciation	1.6(A)	3.1	1.3	0.6	4.2	2.0	1.1	89.2
Repairs and maintenance	0.9(B)	0.5	1.0	0.9	0.3	2.1	0.8	59.2
Fuel and oil	0.3(B)	0.2	0.3	0.3	0.1	0.0	0.3	8.5
Utilities	1.5(A)	2.7	1.3	2.9	2.6	2.9	0.9	73.1
Rent	0.5(B)	0.2	0.6	0.0	0.3	0.0	0.7	45.4
Financial expenses	0.8(A)	2.0	0.6	3.3	1.5	0.6	0.7	95.4
Interest and bank charges	0.4(B)	0.7	0.3	0.2	0.9	0.3	0.3	86.9
Professional fees	0.5(A)	1.3	0.3	3.1	0.6	0.3	0.3	84.6
General expenses	4.0(A)	4.5	3.9	7.2	3.4	8.6	2.8	92.3
Advertising	1.0(A)	0.8	1.0	0.1	1.0	1.9	0.8	86.9
Delivery expenses	2.2(A)	2.5	2.1	4.4	1.7	4.9	1.4	40.8
Insurance	0.9(A)	1.3	0.8	2.7	0.6	1.8	0.6	64.6
Other expenses	10.3(A)	9.6	10.4	8.0	10.3	14.4	9.4	99.2
Total expenses	100.9(A)	87.4	103.2	83.0	89.2	118.1	99.6	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	2.6	0.6	4.5	0.1	1.2	2.3	6.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	19.0	35.5	16.2	40.3	33.4	12.5	17.1	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	73							
Gross operating revenue	322.8(A)	101.1	709.1	60.7	139.6	208.9	1147.2	
Total expenses	299.9(A)	87.1	670.6	49.7	122.7	201.9	1081.3	
Net profit	22.9(A)	14.0	38.4	11.0	16.9	7.0	65.9	
Non-Profitable								
Gross operating revenue	381.5(B)	63.4	431.0	-	-	-	-	
Total expenses	454.8(A)	70.7	514.6	-	-	-	-	
Net loss	-73.3(A)	-7.3	-83.6	-	-	-	-	
1995								
Profitable								
Percent of businesses	88							
Gross operating revenue	198.1(B)	31.2	337.8	25.8	40.2	129.7	551.3	
Total expenses	176.5(B)	17.5	309.6	9.6	30.7	104.3	520.0	
Net profit	21.6(A)	13.7	28.2	16.2	9.5	25.3	31.3	
Non-Profitable								
Gross operating revenue	147.0(B)	63.1	515.0	-	-	-	-	
Total expenses	156.4(B)	69.5	537.5	-	-	-	-	
Net loss	-9.4(A)	-6.4	-22.5	-	-	-	-	

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PRODUCT SOURCES

NAME: Dairy World Foods

ADDRESS: 445 Winnipeg Street
Regina, Saskatchewan S4R 8P2

PHONE: (306) 924-1350
Or 1-877-341-8700
FAX: (306) 924-1352

PRODUCTS: Dairy Products

NAME: Western Grocers Ltd.

ADDRESS: 921 Broad Street
Regina, Saskatchewan S4R 8G9

PHONE: (306) 525-5262

PRODUCTS: Groceries, meats & sundries.

NAME: MacDonalds Consolidated

PHONE: Order desk: 1-800-565-5425
Inquiries: 1-888-667-9810
FAX: 1-800-667-9810

PRODUCTS: Grocery, variety produce, frozen foods

NAME: SERCA Foodservice Inc

ADDRESS: 266 Dewdney Avenue East
Regina, Saskatchewan S4N 4G2

PHONE: (306) 347-5200
FAX: (306) 525-0704

PRODUCTS: Fresh fruit, vegetables, cheese, condiments, boxed meats, seafood, frozen & canned product, vegetable oil etc.

WEB SITE: www.serca.com

NAME: South Prairie Dairies Ltd.

ADDRESS: 1450 Park Street
Regina, Saskatchewan S4N 2G2

PHONE: (306) 352-8110
FAX: (306) 352-8338

PRODUCTS: Fresh fruit and vegetables. Locally owned and operated

PRODUCT SOURCES

MEAT SUPPLIERS

NAME: Fellinger J. and Son's Meat

ADDRESS: 1801 Quebec St
Regina, Saskatchewan S4P 1J6

PHONE: (306) 522-7508

NAME: Ottenbreit's Meats Ltd.

ADDRESS: Railway Avenue
Grayson, Saskatchewan S0A 1E0

PHONE: (306) 794-2113 **FAX:** (306) 794-4449

NAME: Fuhrman Meats (1978) Ltd.

ADDRESS: 606 Henderson Drive
Regina, Saskatchewan S4N 5X3

PHONE: (306) 721-6661 **FAX:** (306) 721-0012
Or 1-800-667-9995

NAME: Harvest Meats Co. Ltd.

ADDRESS: 501 York Road West
Yorkton, Saskatchewan S3N 2V6

PHONE: (306) 783-9446 **FAX:** (306) 783-9298
Or 1-800-667-1496

WEB SITE: http://www.harvestmeats.com/

NAME: Tendercut Meats TC 2000 Inc

ADDRESS: 1209 Winnipeg Street
Regina, Saskatchewan S4R 1K1

PHONE: (306) 546-4400

PRODUCT SOURCES

MEAT SUPPLIERS

NAME: Chef-Redi Meats Incorporated

ADDRESS:
11-501 45th Street W
Saskatoon, Saskatchewan S7L 5Z9

PHONE: (306) 665-3266
Or 1-800-667-3975
FAX: (306) 975-1355

NAME: Mitchell's Gourmet Foods Inc

ADDRESS:
3003 11th Street West
PO Box 850
Saskatoon, Saskatchewan S7K 3V4

PHONE: (306) 382-2210
FAX: (306) 931-4315

WEB SITE: http://www.mgf.ca

E-MAIL: mgfmail@mitchellsgourmetfoods.com

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout design, shelving, refrigeration units & racking.

WEB SITE: http://www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Geanel Restaurant Supplies Ltd

ADDRESS: 611 Park Street
Regina, Saskatchewan S4N 5N1

PHONE: (306) 721-7414
Or 1-800-652-9886 **FAX:** (306) 721-4900

PRODUCTS: New/used equipment, professional planning & design, warewashing & laundry chemicals, china, cutlery, glassware, janitorial supplies. Leasing available.

WEB SITE: http://www.geanel.com

E-MAIL: info@geanel.com

NAME: Williams-Cassidy's Restaurant Supply

ADDRESS: 230 Princess Street
Winnipeg, Manitoba R3B 1L6

PHONE: (204) 943-7491
Or 1-888-227-7439 **FAX:** (204) 947-2951

PRODUCTS: New equipment & small wares, quality reconditioned equipment, financing & leasing, overnight service, project management, equipment service, detergents, chemicals, test kitchens & bakery equipment.

TRADE SHOWS

NAME: Food & Beverage Conference

FREQUENCY: Annual - January (Trade) in Vancouver

ADDRESS:
BC Restaurant Association & Vancouver Hotel Association
475 West Georgia, Suite 140
Vancouver, British Columbia V6B 4M9

CONTACT: Heather Angeard, Show Manager

PHONE: (604) 669-2239 **FAX:** (604) 669-6175
Or 1-800-663-4482

PRODUCTS: Food lines, equipment, support services to restaurant industry.

NAME: Canadian Fine Food Show

FREQUENCY: Annual - April (Trade) in Mississauga

ADDRESS:
Meteor Show Productions Inc
298 Sheppard Avenue E
Willowdale, Ontario M2N 3B1

CONTACT: Ralph Weil, President/Show Manager

PHONE: (416) 229-2060 **FAX:** (416) 223-2826

PRODUCTS: Specialty foods.

WEB SITE: http://www.meteorshows.com

E-MAIL: weil@meteorshows.com

NAME: ARFEX - Alberta Restaurant & Foodservices Exposition

FREQUENCY: Annual -April (Trade) in Calgary

ADDRESS:
Alberta Restaurant & Foodservices Association
10085 - 166th Street
Edmonton, Alberta T5P 4Y1

CONTACT: Laurina Milne, Show Manager

PHONE: (780) 444-9496 **FAX:** (780) 481-8727

PRODUCTS: Food & beverage products, equipment, machines and supplies.

TRADE SHOWS

NAME: HostEx 2002

FREQUENCY: Annual - October (Trade)

ADDRESS: Canadian Restaurant & Foodservices Association
316 Bloor Street West
Toronto, Ontario M5S 1W5

CONTACT: Pawla M. Lunney, Director of Expositions

PHONE: (416) 923-8416 **FAX:** (416) 923-1450
Or 1-800 387-5649

PRODUCTS: Food & beverage products, equipment & services for the foodservices & accommodation industries.

WEB SITE: http://www.hostexshow.com

E-MAIL: pmlunney@netcom.ca

NAME: ApEx 2002

FREQUENCY: Annual - March (Trade) in Halifax

ADDRESS: Canadian Restaurant Foodservices Association
5121 Sackville St, Suite 201
Halifax, Nova Scotia B3J 1K1

CONTACT: Ellen Scanlon, Show Manager

PHONE: (902) 425-0061 **FAX:** (902) 422-1161
Or 1-800-387-5649

PRODUCTS: Food products, technical services, equipment associated with food service & hospitality industry.

WEB SITE: http://www.apextradeshow.com

TRADE SHOWS

NAME: British Columbia Foodservice Expo 2002

FREQUENCY: Annual - April (Trade)

ADDRESS: British Columbia Restaurant & Foodservices Association
140 - 475 W Georgia Street
Vancouver, British Columbia V6B 4M9

CONTACT: George Acs, Show Manager

PHONE: (604) 669-2239 **FAX:** (604) 669-6175

PRODUCTS: Food lines, equipment, support services to the restaurant industry

WEB SITE: http://www.bcrfa.com

E-MAIL: service@bcrfa.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Tourism Saskatchewan

ADDRESS: 1922 Park Street
Regina, Saskatchewan S4P 3V7

CONTACT: Neil Sawatsky, Director
Membership and Visitor Services

PHONE: (306) 787-2300 Or 1-877-2ESCAPE

WEB SITE: http://www.sasktourism.com

NAME: Canadian Restaurant & Foodservices Association (CRFA)

ADDRESS: 316 Bloor Street West
Toronto, Ontario M5S 1W5

CONTACT: Douglas C. Needham, President

PHONE: (416) 923-8416
Or 1-800-387-5649
FAX: (416) 923-1450

WEB SITE: http://www.crfa.ca

E-MAIL: info@crfa.ca

NAME: Neighbourhood Pub Owners Association of B.C.

ADDRESS: #109, 14914 - 104th Avenue
Surrey, British Columbia V3R 1M7

CONTACT: Brenda Locke, Administrator

PHONE: (604) 589-5177
FAX: (604) 589-9130

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME:	Foodservice and Hospitality Magazine		
FREQUENCY:	Monthly		
ADDRESS:	Kostuch Publications Ltd 23 Lesmill Road, Suite 101 Don Mills, Ontario	M3B 3P6	
PHONE:	(416) 447-0888	**FAX:**	(416) 447-5333
WEB SITE:	www.foodservice.ca		

NAME:	Restaurant Business		
ADDRESS:	Bill Communications Inc. 770 Broadway, 5th Floor New York, New York	10003-9595	
PHONE:	(646) 654-4500	**FAX:**	(646) 654-7212
E-MAIL:	200-4782@mcimail.com		

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Restaurant, Caterer and Tavern Statistics

FREQUENCY: Monthly

AUTHOR: Statistics Canada

ISSN: 0226-2320 (International Standard Serial Number)

USE: Estimates for chains and independents

NAME: Restaurant Industry Operations Report

ADDRESS: Distribution Centre
1 School Street
Glen Cove, New York 11542

USE: Information on operations by restaurant type, location, sales volume, etc.

NAME: Canadian Hotel & Restaurant Hospitality Market Report

FREQUENCY: Annual

AUTHOR: Kostuch Communications Ltd.
23 Les Mills Road, Suite 101
Don Mills, Ontario M3B 3P6

USE: Market Data

NAME: Wages & Working Conditions by Occupation

FREQUENCY: Annual

AUTHOR: Saskatchewan Human Resources Labour & Employment

NAME: Market Watch - Wine, Spirits, & Beer

ADDRESS: M. Shanken Communications Ltd.
387 Park Avenue South, 8th Floor
New York, New York 10016

PHONE: (212) 684-42224 **FAX:** (212) 684-5424

OTHER SOURCES OF INFORMATION

NAME:	Starting a Restaurant (online Info Guide)
CONTACT:	Canada - Saskatchewan Business Service Centre
WEB SITE:	http://www.cbsc.org/sask/sbis/search/display.cfm?Code=8007&coll=SK_PROVBIS_E

NAME:	Starting a Bar/Night Club (online Info Guide)
CONTACT:	Canada - Saskatchewan Business Service Centre
WEB SITE:	http://www.cbsc.org/sask/sbis/search/display.cfm?Code=8007&coll=SK_PROVBIS_E

TRAINING & STANDARDS

NAME:	Tourism Saskatchewan Saskatchewan Tourism Education Council (STEC)		
ADDRESS:	101, 230 - 22nd Street East Saskatoon, Saskatchewan	S7K 0E9	
PHONE:	(306) 933-5900	**FAX:**	(306) 933-6250

PROGRAMS:

It's Good Business

Train the Trainer

Survival for Supervisors

Market Ready: Are you ready for Eco-Tourism?

Saskatchewan Best

Certification in 29 Occupations

Tourism Careers for Youth Program

Career Awareness

Positively Outrageous Seminars
- Team Building 1 & 2
- Establishing Rapport with Customers
- Conflict Resolution
- Stress Management
- Barriers to Listening and Communication
- Supervisory and Management Communications
- Making Customer Complaints Positive
- Frontline Staff Communications
- Table Service Techniques
- Food & Beverage Server Suggestive Selling
- Front Desk Agent Suggestive Selling Techniques
- Hire and Inspire

Videos (for rent)

Resource Library

Contact STEC for detailed information on the above programs.

REGULATIONS

REFERENCE:

Saskatchewan regulation 213/79
Public Health Act - Section 73.

Public Eating Establishment Standards
Saskatchewan Dept. of Public Health.

STATISTICS CANADA

1997 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC Q9211 Restaurants, Licensed

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	140							
Revenue Range								
Low Value ($ 000)	30	30	263	30	113	263	685	
High Value ($ 000)	5000	263	5000	113	263	685	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	39.4(A)	42.7	38.8	37.6	45.1	37.2	39.3	98.6
Purchases and material	39.7(A)	42.5	39.2	37.1	45.0	37.3	39.7	98.6
Closing inventory	2.4(A)	2.1	2.4	3.1	1.6	4.7	1.8	64.5
	2.1(A)	2.3	2.1	3.6	1.7	4.7	1.4	58.7
Wages, salaries, and benefits	32.6(A)	29.0	33.2	25.0	30.8	41.6	30.9	93.5
Direct	7.8(B)	14.3	6.5	2.5	19.8	6.8	6.4	8.0
Indirect	24.8(A)	14.7	26.7	22.5	11.0	34.7	24.4	89.9
Occupancy expenses	11.4(A)	16.8	10.3	22.3	14.2	10.5	10.3	99.3
Depreciation	2.6(A)	4.7	2.2	7.2	3.5	2.4	2.2	80.4
Repairs and maintenance	1.9(A)	1.7	1.9	2.0	1.5	1.6	2.0	94.2
Fuel and oil	0.0(C)	0.0	0.0	0.0	0.1	0.0	0.0	1.4
Utilities	3.8(A)	6.4	3.4	10.7	4.4	3.6	3.3	81.9
Rent	3.0(A)	4.0	2.8	2.4	4.8	2.9	2.8	69.6
Financial expenses	2.4(A)	4.4	2.0	7.2	3.0	4.0	1.4	97.1
Interest and bank charges	1.7(A)	3.4	1.4	6.4	2.0	3.3	0.8	84.1
Professional fees	0.6(A)	1.0	0.6	0.8	1.0	0.7	0.5	87.0
General expenses	4.3(A)	2.9	4.6	4.2	2.3	2.6	5.2	95.7
Advertising	3.1(A)	0.9	3.5	0.5	1.1	1.3	4.1	89.9
Delivery expenses	0.7(A)	0.9	0.7	1.5	0.6	0.6	0.7	27.5
Insurance	0.5(A)	1.1	0.4	2.1	0.6	0.6	0.4	75.4
Other expenses	8.8(A)	6.1	9.3	11.5	3.5	8.8	9.5	99.3
Total expenses	98.8(A)	101.8	98.3	107.9	98.9	104.7	96.5	100.0
Net profit/loss	1.2(B)	-1.8	1.7	-7.9	1.1	-4.7	3.5	100.0
Average number of paid employees	15.0	4.3	25.8	2.4	6.2	14.4	37.2	
FINANCIAL RATIOS								
Interest coverage ratio (times)	1.7	0.5	2.2	-0.2	1.5	-0.4	5.2	
Gross margin (percent)	28.0	28.3	27.9	37.4	24.1	21.2	29.9	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	48							
Gross operating revenue	707.8(A)	124.0	1055.2	77.8	176.6	490.4	1236.6	
Total expenses	674.1(A)	110.7	1009.5	70.5	156.5	462.2	1185.3	
Net profit	33.6(A)	13.3	45.7	7.3	20.1	28.2	51.3	
Non-Profitable								
Gross operating revenue	233.6(A)	160.0	353.1	103.9	212.1	284.7	936.7	
Total expenses	254.7(A)	171.6	389.5	120.5	219.1	319.3	989.1	
Net loss	-21.1(A)	-11.6	-36.4	-16.6	-7.0	-34.6	-52.4	
1995								
Profitable								
Percent of businesses	57							
Gross operating revenue	322.6(A)	129.5	600.7	67.6	171.2	328.6	835.7	
Total expenses	300.1(A)	118.0	562.6	58.8	157.8	313.5	777.7	
Net profit	22.4(B)	11.5	38.1	8.7	13.4	15.1	58.0	
Non-Profitable								
Gross operating revenue	309.6(A)	100.6	438.0	71.5	168.6	337.1	552.7	
Total expenses	325.6(A)	109.5	458.4	75.9	188.2	352.4	578.9	
Net loss	-16.0(B)	-9.0	-20.4	-4.4	-19.6	-15.2	-26.2	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC Q9212 - Restaurants, Unlicensed (Including Drive-Ins)

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	150							
Revenue Range								
Low Value ($ 000)	30	30	85	30	50	85	146	
High Value ($ 000)	5000	85	5000	50	85	146	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	**100.0(A)**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Cost of goods sold	**40.1(A)**	**53.7**	**38.2**	**53.0**	**54.1**	**40.0**	**38.0**	**95.9**
Purchases and material	40.0(A)	53.3	38.2	53.1	53.4	40.3	37.9	95.9
Closing inventory	1.2(A)	1.8	1.1	2.1	1.6	2.3	1.0	53.4
	1.3(A)	2.2	1.1	2.0	2.3	2.1	1.0	53.4
Wages, salaries, and benefits	**24.5(A)**	**11.3**	**26.3**	**4.5**	**14.7**	**15.8**	**27.8**	**92.5**
Direct	1.5(B)	0.1	1.7	0.0	0.1	0.7	1.8	6.2
Indirect	23.0(A)	11.3	24.6	4.5	14.7	15.2	26.0	89.0
Occupancy expenses	**12.8(A)**	**19.2**	**12.0**	**17.5**	**20.0**	**20.6**	**10.7**	**100.0**
Depreciation	3.2(A)	4.6	3.1	2.3	5.7	3.3	3.0	84.2
Repairs and maintenance	2.4(A)	1.4	2.5	1.7	1.3	2.0	2.5	93.2
Fuel and oil	0.0(C)	0.1	0.0	0.0	0.1	0.0	0.0	2.7
Utilities	3.5(A)	6.6	3.0	9.7	5.0	5.5	2.7	78.1
Rent	3.7(A)	6.5	3.4	3.7	7.9	9.8	2.4	50.0
Financial expenses	**2.1(A)**	**1.3**	**2.2**	**1.4**	**1.2**	**2.0**	**2.2**	**99.3**
Interest and bank charges	1.3(A)	0.8	1.3	0.6	0.9	1.3	1.4	89.0
Professional fees	0.8(A)	0.5	0.8	0.7	0.4	0.7	0.8	88.4
General expenses	**3.8(A)**	**2.0**	**4.0**	**3.4**	**1.3**	**1.2**	**4.5**	**96.6**
Advertising	3.1(A)	0.9	3.4	2.0	0.3	0.6	3.8	91.1
Delivery expenses	0.1(A)	0.0	0.1	0.0	0.0	0.1	0.2	25.3
Insurance	0.6(A)	1.1	0.5	1.4	1.0	0.5	0.5	69.2
Other expenses	**10.6(A)**	**6.0**	**11.2**	**5.9**	**6.0**	**6.1**	**11.9**	**97.9**
Total expenses	**93.8(A)**	**93.5**	**93.8**	**85.6**	**97.4**	**85.8**	**95.0**	**100.0**
Net profit/loss	**6.2(A)**	**6.5**	**6.2**	**14.4**	**2.6**	**14.2**	**5.0**	**100.0**
Average number of paid employees	5.6	0.6	10.5	0.2	1.1	1.7	19.4	
FINANCIAL RATIOS								
Interest coverage ratio (times)	5.9	9.3	5.6	23.2	4.0	12.0	4.7	
Gross margin (percent)	35.5	35.0	35.5	42.5	31.2	44.1	34.2	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	**82**							
Gross operating revenue	**206.0(A)**	**51.5**	**357.6**	**36.3**	**75.2**	**102.7**	**694.5**	
Total expenses	**185.2(A)**	**44.1**	**323.8**	**30.9**	**64.7**	**85.6**	**638.6**	
Net profit	**20.7(A)**	**7.4**	**33.8**	**5.4**	**10.5**	**17.1**	**55.9**	
Non-Profitable								
Gross operating revenue	**324.8(A)**	**67.5**	**603.8**	-	-	**120.3**	**704.9**	
Total expenses	**340.3(A)**	**80.5**	**622.0**	-	-	**142.3**	**722.3**	
Net loss	**-15.5(B)**	**-12.9**	**-18.2**	-	-	**-22.1**	**-17.4**	
1995								
Profitable								
Percent of businesses	**72**							
Gross operating revenue	**243.3(A)**	**65.1**	**353.7**	**50.0**	**97.9**	**183.7**	**493.5**	
Total expenses	**210.6(A)**	**55.1**	**306.9**	**42.0**	**83.6**	**166.2**	**422.5**	
Net profit	**32.8(B)**	**10.0**	**46.9**	**8.0**	**14.3**	**17.5**	**71.0**	
Non-Profitable								
Gross operating revenue	**103.2(A)**	**88.9**	**163.9**	**44.2**	**105.4**	-	-	
Total expenses	**108.9(A)**	**92.5**	**178.8**	**51.3**	**107.7**	-	-	
Net loss	**-5.7(B)**	**-3.5**	**-14.9**	**-7.1**	**-2.2**	-	-	

http://strategis.ic.gc.ca/cgi-bin/sc_mangb/contact/sbp/sbp_e.cgi

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	40							
Revenue Range:								
Low Value ($ 000)	30	30	131	30	-	131	231	
High Value ($ 000)	5000	131	5000	-	131	231	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	51.8(A)	44.8	53.4	-	-	54.1	53.3	97.7
Purchases and material	53.4(A)	53.4	53.4	-	-	54.0	53.2	97.7
Closing inventory	3.5(B)	8.8	2.2	-	-	2.6	2.1	52.3
	1.8(A)	0.3	2.2	-	-	2.7	2.1	52.3
Wages, salaries, and benefits	16.1(A)	6.8	18.4	-	-	14.9	19.1	84.1
Direct	0.0(A)	0.0	0.0	-	-	0.0	0.0	0.0
Indirect	16.1(A)	6.8	18.4	-	-	14.9	19.1	84.1
Occupancy expenses	13.7(B)	29.7	9.8	-	-	12.7	9.3	100.0
Depreciation	4.9(A)	8.3	4.0	-	-	3.8	4.1	81.8
Repairs and maintenance	1.9(A)	2.1	1.8	-	-	2.2	1.7	90.9
Fuel and oil	0.0(C)	0.0	0.0	-	-	0.0	0.0	11.4
Utilities	5.8(B)	18.6	2.7	-	-	4.1	2.4	86.4
Rent	1.2(A)	0.7	1.3	-	-	2.6	1.1	50.0
Financial expenses	4.1(B)	4.2	4.1	-	-	3.3	4.3	86.4
Interest and bank charges	2.6(B)	2.1	2.7	-	-	2.7	2.7	86.4
Professional fees	1.6(A)	2.1	1.4	-	-	0.6	1.6	75.0
General expenses	4.0(A)	7.4	3.2	-	-	3.6	3.1	88.6
Advertising	2.8(B)	6.1	2.0	-	-	1.9	2.0	88.6
Delivery expenses	0.3(C)	0.0	0.4	-	-	0.0	0.5	29.5
Insurance	0.9(B)	1.3	0.8	-	-	1.6	0.6	70.5
Other expenses	10.8(A)	15.9	9.6	-	-	9.1	9.7	100.0
Total expenses	100.5(A)	108.8	98.5	-	-	97.6	98.7	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	5.3	0.8	9.7	-	-	2.3	17.1	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	32.1	48.4	28.2	-	-	31.0	27.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	30							
Gross operating revenue	528.9(A)	102.2	634.5	-	-	179.5	925.3	
Total expenses	507.6(A)	94.8	609.8	-	-	165.5	893.8	
Net profit	21.3(A)	7.3	24.7	-	-	14.0	31.5	
Non-Profitable								
Gross operating revenue	220.8(B)	-	-	-	-	-	-	
Total expenses	232.1(B)	-	-	-	-	-	-	
Net loss	-11.3(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	61							
Gross operating revenue	417.5(A)	176.3	700.3	133.7	264.7	384.1	789.3	
Total expenses	383.7(A)	162.5	642.9	123.2	244.0	354.4	724.1	
Net profit	33.5(A)	13.8	57.4	10.5	20.7	29.7	65.2	
Non-Profitable								
Gross operating revenue	365.8(A)	306.7	411.8	-	-	-	-	
Total expenses	369.5(A)	309.4	416.3	-	-	-	-	
Net loss	-3.7(B)	-2.7	-4.5	-	-	-	-	

FIXTURE EQUIPMENT & SUPPLIERS

NAME: Convey Process Equipment Inc.

ADDRESS: #3 - 901 1st Avenue N
Saskatoon, Saskatchewan S7K 1Y4

PHONE: (306) 653-5047 **FAX:** (306) 244-6763

PRODUCTS: Forsberg gravities, Rotex screens, magnets, elevators, conveyers & bin level controls.

NAME: Can-Seed Equipment Ltd.

ADDRESS: 332 Packham Avenue
Saskatoon, Saskatchewan S7N 2T1

PHONE: (306) 244-2285
Or 1-800-644-8397 **FAX:** (306) 244-4066

PRODUCTS: Grain processing and handling equipment.

WEB SITE: http://www.canseedequip.com

NAME: Flexi-Coil Ltd.

ADDRESS: PO Box 1928
1000 – 71st Street E
Saskatoon, Saskatchewan S7K 3S5

PHONE: (306) 934-3500 **FAX:** (306) 664-7672

PRODUCTS: Farm equipment manufacturer.

WEB SITE: http://www.flexicoil.com

NAME: Denouden Agri-Products

ADDRESS: 559 Park Street
Regina, Saskatchewan S4N 5B2

PHONE: (306) 721-4722
Or 1-800-721-4550 **FAX:** (306) 721-3161

PRODUCTS: Grain drying equipment.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Flaman Sales Ltd.

ADDRESS: 3350 Idylwyld Drive North
Saskatoon, Saskatchewan S7L 5Y7

PHONE: (306) 934-2121
Or 1-800-667-3976 **FAX:** (306) 934-1151

PRODUCTS: Agricultural dealer specializing in grain storage management.

WEB SITE: http://www.flaman.com

NAME: Garratt Industries Ltd.

ADDRESS: P.O. Box 475
Milestone, Saskatchewan S0G 3L0

PHONE: (306) 436-2178 **FAX:** (306) 436-4647

PRODUCTS: Air & screen with indents [Linde], gravity table, scalpers, and aspirators.

NAME: Lewis M. Carter Manufacturing (Canada) Ltd.

ADDRESS: 835 - 58th Street East
Saskatoon, Saskatchewan S7K 6X5

PHONE: (306) 242-9292
Or 1-800-667-6924 **FAX:** (306) 934-4840

PRODUCTS: Seed cleaning and processing equipment.

WEB SITE: http://www.lewismcarter.com

E-MAIL: lmc@lewismcarter.com

NAME: Tundra Mechanical and Millwrighting (1988) Ltd.

ADDRESS: 105 Klassen Street West
Warman, Saskatchewan S0K 4S0

PHONE: (306) 931-7792 **FAX:** (306) 931-9222

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Carter Day Industries (Canada) Ltd.

ADDRESS:
PO Box 488
1425 Whyte Avenue
Winnipeg, Manitoba R3C 2J6

PHONE: (204) 786-5781 **FAX:** (204) 783-9404

PRODUCTS: Indents, precision grader, Carter Disc, bucket elevators & consigners.

WEB SITE: http://www.carterday.com

E-MAIL: clarence_h@carterday.com

CONTRACTORS - PLANNING & LAYOUT

NAME:	Saskatchewan Agriculture and Food
ADDRESS:	3085 Albert Street Regina, Saskatchewan S4S 0B1
PHONE:	(306) 787-5140
USE:	Information on how to chose the correct plant location, operation, seed flow, machine equipment and sizing, building structure, layout, cost, dust collection & removal, monitoring & control systems, scales, accessories.
WEB SITE:	www.agr.gov.sk.ca

TRADE SHOWS

NAME: Agri-Trade Exposition

FREQUENCY: Annual - November (Consumer & Trade)

PRODUCTS: Agricultural products & farm equipment.

CONTACT: Pat Kennedy, Show Manager

ADDRESS:
Red Deer Chamber of Commerce
3017 - 50th Avenue
Red Deer, Alberta T4N 5Y6

PHONE: (403) 347-4491 **FAX:** (403) 343-6188

WEB SITE: http://www.agri-trade.com

E-MAIL: pkennedy@cnnet.com

NAME: Atlantic Farm Mechanization Show

FREQUENCY: Biannual - March (Trade/Consumer)

ADDRESS:
Atlantic Farm Mechanization Show Inc.
PO Box 686
Moncton, New Brunswick E1C 8M7

CONTACT: Theresa Reade, Show Manager

PHONE: (506) 856-9898 **FAX:** (506) 852-4826

PRODUCTS: Farm related equipment.

WEB SITE: http://www.farmmechshow.com

E-MAIL: info@farmmechshow.com

TRADE SHOWS

NAME: Canadian International Farm Equipment Show

FREQUENCY: Annual - January (Trade) in Mississauga

ADDRESS:
Dawn Morris Productions Inc.
1434 Chemong Road, Suit 3
R.R. 1
Peterborough, Ontario K9J 6X2

CONTACT: Jane Hickman, Show Manager

PHONE: (705) 741-2536 **FAX:** (705) 741-2539

PRODUCTS: Farm equipment/machinery, farm buildings, material handling, feed, seed, fertilizer, chemicals, service companies & suppliers.

WEB SITE: http://www.torontofarmshow.com

E-MAIL: info@torontofarmshow.com

NAME: Canadian Western Agribition

FREQUENCY: Annual - November (Trade/Consumer)

CONTACT: Wayne Gamble, Executive Vice President

ADDRESS:
Box 3535
Regina, Saskatchewan S4P 3J8

PHONE: (306) 565-0565 **FAX:** (306) 757-9963

WEB SITE: http://www.agribition.com

E-MAIL: agribition@sk.sympatico.ca

TRADE SHOWS

NAME: Western Canada Farm Progress Show

FREQUENCY: Annual - June (Trade/Consumer)

ADDRESS: Box 167
Regina, Saskatchewan S4P 2Z6

CONTACT: Roxanne Carr, Show Manager

PHONE: (306) 781-9200 **FAX:** (306) 781-9396
Or 1-888-734-3975

PRODUCTS: Local, provincial, national & international agricultural equipment, products & services, chemicals, fertilizers, machinery, demonstrations, inventions, family exhibits, antiques, research & technology.

WEB SITE: http://www.wcfps.com

E-MAIL: wcfps@reginaexhibition.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Seed Growers Association

ADDRESS:
202 - 240 Catherine Street
PO Box 8455
Ottawa, Ontario K1G 3T1

CONTACT: W.K. Robertson, Executive Director

PHONE: (613) 236-0497 **FAX:** (613) 563-7855

WEB SITE: www.seedgrowers.ca

E-MAIL: seeds@seedgrowers.ca

NAME: Saskatchewan Seed Growers Association

ADDRESS:
10 - 41 West Broadway
Yorkton, Saskatchewan S3N 0L6

CONTACT: Dave Akister

PHONE: (306) 786-6266 **FAX:** (306) 783-2211

E-MAIL: brock.associates@sk.sympatico.ca

NAME: Canadian Seed Trade Association

ADDRESS:
302 – 39 Robertson Road
Ottawa, Ontario K2H 8R2

CONTACT: W.C. Leask, Executive Vice-President

PHONE: (613) 829-9527 **FAX:** (613) 829-3530

WEB SITE: http://www.cdnseed.org

E-MAIL: csta@cdnseed.org

Source: Directory of Associations in Canada 2002; Micromedia Limited.

TRADE JOURNALS

NAME: Pro-Farm (Wheat Grower)

FREQUENCY: Six issues per year.

ADDRESS: Western Canadian Wheat Growers Association
201 - 4401 Albert Street
Regina, Saskatchewan S4S 6B6

PHONE: (306) 586-5866 **FAX:** (306) 586-2707

NAME: Seed & Crop Digest

FREQUENCY: Ten issues per year

ADDRESS: Freiberg Publishing Company
PO Box 7
Cedar Falls, Indiana 50613

PHONE: (319) 277-3599
Or 1-800-959-3276 **FAX:** (319) 277-3783

NAME: Seed Scoop

FREQUENCY: Quarterly

ADDRESS: Canadian Seed Growers Association
240 Catherine Street
Ottawa, Ontario K2P 2G8

PHONE: (613) 236-0497

NAME: Seed Report

FREQUENCY: Annual

ADDRESS: Pennsylvania Department of Agriculture
2301 North Cameron Street
Harrisburg, Pennsylvania 17105

PHONE: (717) 787-4843

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Saskatchewan Agriculture and Food

ADDRESS: 3085 Albert Street
Regina, Saskatchewan S4S 0B1

PHONE: (306) 787-5140

USE: Agriculture statistics, crop information, farm business management, programs & services, research.

Information on new seed cleaning equipment, suppliers and plant design.

WEB SITE: www.agr.gov.sk.ca

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC A0229 - Other Services Incidental to Agricultural Crops

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range								
Low Value ($ 000)	30	30	91	30	65	91	221	
High Value ($ 000)	5000	91	5000	65	91	221	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	39.1(A)	5.7	43.2	12.5	1.5	23.4	45.8	59.2
Purchases and material	36.4(A)	5.8	40.1	12.9	1.5	23.4	42.4	57.1
Closing inventory	12.3(B)	0.4	13.8	1.1	0.0	0.0	15.6	20.4
	15.0(B)	0.2	16.8	0.6	0.0	0.0	19.1	20.4
Wages, salaries, and benefits	18.2(B)	37.8	15.8	8.6	55.7	28.4	14.1	77.6
Direct	1.0(A)	0.0	1.2	0.0	0.0	0.0	1.3	4.1
Indirect	17.2(B)	37.8	14.7	8.6	55.7	28.4	12.8	77.6
Occupancy expenses	17.5(A)	39.4	14.8	33.1	43.3	20.5	14.1	100.0
Depreciation	9.1(B)	11.8	8.8	8.6	13.8	9.5	8.7	98.0
Repairs and maintenance	3.0(A)	10.8	2.0	11.1	10.6	5.1	1.6	85.7
Fuel and oil	1.2(B)	7.6	0.5	9.3	6.6	0.5	0.5	46.9
Utilities	1.9(A)	4.6	1.6	2.0	6.2	2.7	1.5	73.5
Rent	2.3(B)	4.5	2.0	2.1	6.1	2.7	1.9	49.0
Financial expenses	4.1(A)	10.6	3.4	1.9	16.0	10.1	2.4	87.8
Interest and bank charges	3.4(B)	8.5	2.7	1.4	12.8	8.4	2.0	81.6
Professional fees	0.8(B)	2.1	0.6	0.4	3.2	1.7	0.5	73.5
General expenses	3.7(A)	8.7	3.0	2.6	12.4	5.6	2.7	87.8
Advertising	0.6(A)	1.0	0.5	0.7	1.2	0.5	0.5	73.5
Delivery expenses	1.3(B)	3.7	1.0	1.0	5.3	2.2	0.8	32.7
Insurance	1.8(A)	4.0	1.6	0.9	5.8	2.9	1.4	71.4
Other expenses	17.7(B)	10.7	18.6	7.9	12.4	15.4	19.0	100.0
Total expenses	100.3(A)	112.8	98.8	66.5	141.3	103.3	98.2	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	2.4	1.1	3.8	0.2	2.1	1.6	5.9	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	42.7	56.5	41.0	78.9	42.8	48.2	40.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	65							
Gross operating revenue	247.4(B)	56.6	457.7	50.9	70.7	142.0	687.2	
Total expenses	213.6(B)	39.6	405.4	32.4	57.2	103.2	625.0	
Net profit	33.8(A)	17.0	52.3	18.4	13.5	38.8	62.1	
Non-Profitable								
Gross operating revenue	412.4(B)	-	-	-	-	-	-	
Total expenses	477.6(B)	-	-	-	-	-	-	
Net loss	-65.2(A)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	93							
Gross operating revenue	251.2(A)	93.6	405.2	43.1	140.5	-	-	
Total expenses	225.2(A)	85.0	362.2	35.2	131.2	-	-	
Net profit	26.0(C)	8.6	43.1	7.9	9.3	-	-	
Non-Profitable								
Gross operating revenue	455.1(B)	-	-	-	-	-	-	
Total expenses	476.9(B)	-	-	-	-	-	-	
Net loss	-21.8(B)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: R B Import Foot Wear Inc.

ADDRESS: 1310 Odlum Drive
Vancouver, British Columbia V5L 3M3

PHONE: (604) 254-8101 **FAX:** (604) 254-0201
Or 1-800-665-6344

PRODUCTS: Shoe store & shoe repair supplies, industrial footwear. Princess Dye dyeable shoes, Brooke imported women's' footwear.

NAME: Warkov-Safeer Leather Limited

ADDRESS: 462 Hargrave Street
Winnipeg, Manitoba R3A 0X5

PHONE: (204) 943-3753 **FAX:** (204) 943-3753

PRODUCTS: Shoemaking machinery, tools, shoe finishers & shoe repair supplies.

NAME: Suppliers

ADDRESS: 50 Day Street, Suite 5550
Norwalk, CT 06854

PHONE: (203) 853-6015 **FAX:** (203) 852-3127

USE: A trade journal that lists raw material suppliers of leather goods.

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 359-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, fixtures & equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N-1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Full line of fixtures, gondolas etc. - design and layout. Shelving and racking, etc.

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Fixtures, flatwall, grid, store design, layout & construction.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Winnipeg Sewing Machine Limited

ADDRESS: 49 Adelaide Street
Winnipeg, Manitoba R3A 0V8

PHONE: (204) 943-3103

PRODUCTS: Sewing & basting machinery.

NAME: Planned Commercial Interiors

ADDRESS: 25 - 1006 8th Street East
Saskatoon, Saskatchewan S7H 0S9

PHONE: (306) 374-7970 **FAX:** (306) 477-0262

PRODUCTS: Display fixtures, equipment, and layout.

TRADE SHOWS

NAME: Shoe Manufactures Association of Canada

FREQUENCY: Annual - summer (trade)

ADDRESS: 90 Morgan Avenue
Pointe Claire, Quebec H9X 3A8

CONTACT: Shoe Manufacturers Association of Canada

PHONE: (514) 457-3436 **FAX:** (514) 937-7066

PRODUCTS: Footwear (all categories), handbags (including luggage, briefcases, etc.).

NAME: GDS - International Footwear Show

FREQUENCY: Biannual - March (1993, 1995,etc) [trade]

ADDRESS: Postfach 320203
Stockumer Kirchstrasse 61
4000 Dusseldorf 30, Germany

CONTACT: Nowea-Dusseldorf Messe GMBH

PHONE: 0211 45 60 01 **FAX:** 0211 45 60 688

PRODUCTS: Women's, men's & children's shoes in various product and quality categories, as well as leather accessories.

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: The Shoe Industry Suppliers Association of Canada

ADDRESS: 90 Morgan Avenue
Pointe Claire, Quebec H9X 3A8

PHONE: (514) 457-3436 **FAX:** (514) 937-7066

NAME: Shoe Manufacturers Association of Canada

ADDRESS: Baie d'Urfe Business Centre
90 Morgan Road
Pointe Claire, Quebec H9X 3A8

CONTACT: George Hanna, President

PHONE: (514) 457-3436 **FAX:** (514) 457-8004

E-MAIL: hanna@shoecanada.com

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME:	Canadian Footwear Journal (Canadian Shoemaking Directory & Buyers Guide)		
FREQUENCY:	Eight issues per year		
ADDRESS:	McLeish Communications Inc., 1 Pacifique Street Saint Anne de Bellevue, PQ H9X 1C5		
PHONE:	(514) 457-2423 Or 1-800-973-7463	**FAX:**	(514) 457-2577

NAME:	Footwear News (FN)		
FREQUENCY:	Weekly		
ADDRESS:	Fairchild Publications 7 West 34th Street New York, New York 10001		
PHONE:	(212) 630-4000 Or 1-800-204-4515	**FAX:**	(212) 630-4598

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Information Reporting

ADDRESS: Statistics Canada
20 Parkdale Ave.
Ottawa, Ontario K1A 0T6

PHONE: (613) 951-6459 **FAX:** (613) 951-2815

USE: Statistics on footwear production by type and by shoe factories in Canada.

STATISTICS CANADA
1995 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9791 Shoe Repair

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	10							
Revenue Range								
Low Value ($ 000)	25	25	62	25	-	62	-	
High Value ($ 000)	5000	62	5000	-	62	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	4.3(C)	7.9	2.8	-	-	-	-	7.7
Purchases and material	3.7(C)	6.7	2.3	-	-	-	-	7.7
Closing inventory	0.9(C)	1.6	0.6	-	-	-	-	7.7
	1.5(C)	2.8	1.0	-	-	-	-	7.7
Wages, salaries, and benefits	37.5(B)	39.3	36.7	-	-	-	-	69.2
Direct	0.0(A)	0.0	0.0	-	-	-	-	0.0
Indirect	37.5(B)	39.3	36.7	-	-	-	-	69.2
Occupancy expenses	12.7(B)	13.5	12.4	-	-	-	-	100.0
Depreciation	2.8(B)	2.4	2.9	-	-	-	-	100.0
Repairs and maintenance	0.9(B)	1.8	0.5	-	-	-	-	76.9
Fuel and oil	0.1(B)	0.0	0.1	-	-	-	-	7.7
Utilities	2.7(A)	3.4	2.4	-	-	-	-	100.0
Rent	6.3(B)	5.8	6.5	-	-	-	-	69.2
Financial expenses	2.6(B)	3.0	2.4	-	-	-	-	92.3
Interest and bank charges	1.4(B)	1.7	1.2	-	-	-	-	76.9
Professional fees	1.2(A)	1.3	1.2	-	-	-	-	84.6
General expenses	3.6(A)	3.9	3.5	-	-	-	-	92.3
Advertising	1.6(B)	1.9	1.5	-	-	-	-	92.3
Delivery expenses	1.2(B)	1.0	1.3	-	-	-	-	38.5
Insurance	0.8(A)	1.1	0.7	-	-	-	-	76.9
Other expenses	31.2(A)	26.9	33.1	-	-	-	-	100.0
Total expenses	92.0(A)	94.4	90.9	-	-	-	-	100.0
Net profit/loss	8.0(B)	5.6	9.1	-	-	-	-	100.0
Average number of paid employees	1.5	1.0	2.1	-	-	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	6.8	4.3	8.3	-	-	-	-	
Gross margin (percent)	58.2	52.9	60.5	-	-	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1995								
Profitable								
Percent of businesses	58							
Gross operating revenue	82.1(A)	34.4	113.4	-	-	-	-	
Total expenses	71.9(A)	28.2	100.5	-	-	-	-	
Net profit	10.3(B)	6.2	12.9	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1993								
Profitable								
Percent of businesses	49							
Gross operating revenue	72.7(A)	-	-	-	-	-	-	
Total expenses	58.2(A)	-	-	-	-	-	-	
Net profit	14.5(A)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Custom Silk Screening

ADDRESS: 1145 Winnipeg Street
Regina, Saskatchewan S4R 1J5

PHONE: (306) 522-8224
Or 1-866-536-4522
FAX: (306) 761-8089

PRODUCTS: Printed T-shirts, caps, and sportswear. Wholesale prices and quick delivery.

E-MAIL: jglover251@aol.com

NAME: All Activewear

ADDRESS: 44 Princess Street, 7th Floor
Winnipeg, Manitoba R2X 2K6

PHONE: (204) 947-0036
FAX: (204) 943-7402

PRODUCTS: T-shirts, golf, sweat, fleece, bunnyhugs, pants

NAME: York Barbell Co. Ltd.

ADDRESS: 1450 South Service Road West
Toronto, Ontario L6L 5T7

PHONE: (905) 827-6362
FAX: (905) 827-9593

PRODUCTS: Weight & exercise equipment.

WEB SITE: http://www.yorkbarbells.com

E-MAIL: yorkbarbell@compuserve.com

NAME: Adidas (Canada) Ltd.

ADDRESS: 550 Oakdale Road
Downsview, Ontario M3W 1W6

PHONE: (416) 742-3872
1-800-268-SPORT
FAX: (416) 745-5188

SALES REP: Carn McFadyen
PHONE: (204) 488-9147

WEB SITE: http://www.adidas.ca

PRODUCT SOURCES

NAME: Bauer Incorporated

ADDRESS: 6660 Millcreek Drive
Mississauga, Ontario L5N 8B3

PHONE: (905) 501-9009 **FAX:** (905) 501-9010

WEB SITE: www.bauer.com

NAME: Regina Sportplex

ADDRESS: 1717 Elphinstone Street
Regina, Saskatchewan S4P 3YA

PHONE: (306) 757-7156 **FAX:** (306) 757-0592

PRODUCTS: Uniforms, racquets, aerobic wear & home workout centres.

NAME: Hollandia Sports Net Manufacturers Limited

ADDRESS: 1060 Beaulac
Montreal, Quebec H4R 1R7

PHONE: (514) 332-4376 **FAX:** (514) 339-1962

PRODUCTS: Hockey, tennis nets, in-line hockey, safety sports, divider nets, baseballs, gloves, etc.

NAME: Nike Canada Ltd.

ADDRESS: 175 Commerce Valley Drive W.
Thornhill, Ontario L3T 7P6

PHONE: (905) 764-0400
Or 1-800-663-6453 **FAX:** (905) 764-1266

WEB SITE: http://www.nike.com/canada

PRODUCT SOURCES

NAME: Norco Products Ltd.

ADDRESS: 1465 Kebet Way
Port Coquitlam, British Columbia V3C 6L1

PHONE: (604) 552-2930
Or 1-800-663-8916
FAX: (604) 552-2948

WEB SITE: http://www.norco.com

NAME: Super Sport Manufacturing Limited

ADDRESS: 1310 E Hastings Street
Vancouver, British Columbia V5L 1S3

PHONE: (604) 253-4521
FAX: (604) 253-4505

PRODUCTS: Organized bike rooms, space saving storage racks.

NAME: Golden Arrow Archery

ADDRESS: Highway #1 East
P.O. Box 1652,
Regina, Saskatchewan S4P 3C4

PHONE: (306) 757-1221
FAX: (306) 781-6003

PRODUCTS: Bows, arrows, clothing, knives, calls, and all accessories.

WEB SITE: http://www.goldenarrow.sk.ca

E-MAIL: goldenarrow@sk.sympatico.ca

NAME: Spalding Canada

ADDRESS: 250 Courtland Avenue
Concord, Ontario L4K 4N3

PHONE: (905) 660-5434
Or (403) 257-3669 - Calgary, Alberta
FAX: (905) 660-5533

WEB SITE: http://www.spalding.com

PRODUCT SOURCES

NAME: Caldwell Industries Company Limited

ADDRESS: 384 Lynn Ave.
North Vancouver, British Columbia V7J 2C5

PHONE: (604) 988-6181 **FAX:** (604) 988-1161

PRODUCTS: Shooting & hunting supplies.

NAME: Wilson Sports Equipment Canada Inc.

ADDRESS: 85 Davey Road
PO Box 909
Belleville, Ontario K8N 5B6

PHONE: (613) 966-9220
Or 1-800-267-7506 **FAX:** (613) 966-9366

WEB SITE: http://www.wilsonsports.com

NAME: Ultimate Skateboard Distributors Incorporated

ADDRESS: 150 – 11780 River Road
Richmond, British Columbia V6X 1Z7

PHONE: (604) 279-8408

PRODUCTS: Athletic clothing, footwear, swimwear & accessories.

NAME: Interex Industries Ltd.

ADDRESS: 1535 3rd Ave W
Vancouver, British Columbia V6J 1J8

PHONE: (604) 732-6868 **FAX:** (604) 732-8189

PRODUCTS: Distributors of vasque hiking boots & rugged outdoor shoes, craft ski wear.

NAME: Wholesale Sports of Canada Ltd.

ADDRESS: 225 - 58th Avenue SE
Calgary, Alberta T2H 0N8

PHONE: (403) 253-5566

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N-1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, millwork.

WEB SITE: http://www.westernretail.com

E-MAIL: admin@westernretail.com

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Full line of fixtures, gondolas, etc. Design and layout, shelving, racking, etc.

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Fixtures, flatwall, grid, store design, layout & construction.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Blazer Store Fixtures Inc

ADDRESS: 843 - 60th Street East
Saskatoon, Saskatchewan S7K 5Z7

PHONE: (306) 244-1212 **FAX:** (306) 244-4412

PRODUCTS: New/used shelving, accessories, racks, hangers, counters, refrigerators

WEB SITE: http://www.mallnetglobal.com/blazer/welcome.html

E-MAIL: blazerstorefixtures@sk.sympatico.ca

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 359-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, & equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Planned Commercial Interiors

ADDRESS: 1330 8th Street East
Regina, Saskatchewan S7H 0S9

PHONE: (306) 374-7970 **FAX:** (306) 477-0262

PRODUCTS: Fixtures and equipment

TRADE SHOWS

NAME: Montreal Canadian International Footwear Expo

FREQUENCY: Annual - summer (trade)

ADDRESS: 90 Morgan Avenue
Pointe Claire, Quebec H9X 3A8

CONTACT: Shoe Manufacturers Association of Canada

PHONE: (514) 457-3436 **FAX:** (514) 937-7066

PRODUCTS: Footwear (all categories), handbags (including luggage, briefcases, etc).

NAME: Toronto Canadian International Footwear Expo

FREQUENCY: Annual - winter [trade]

ADDRESS: 90 Morgan Avenue
Point Claire, Quebec H9X 3A8

CONTACT: Shoe Manufacturers Association of Canada

PHONE: (514) 457-3436 **FAX:** (514) 937-7066

PRODUCTS: Footwear (all categories), handbags (including luggage, briefcases, etc).

NAME: GDS - International Footwear Tradeshow

FREQUENCY: Bi-annual - March [trade]

ADDRESS: Postfach 320203
Stockumer Kirchstrasse 61
4000 Dusseldorf 30, Germany

CONTACT: Nowea-Dusseldorf Messe GMBH

PHONE: 0211 45 60 01 **FAX:** 0211 45 60 688

PRODUCTS: Women's, men's and children's shoes in various product and quality categories as well as leather accessories

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TRADE SHOWS

NAME: CSTA - Spring, Fall & Winter

FREQUENCY: Seasonal

ADDRESS:
Bager Norman Ltd.
863 Campbell Street
Manitoba R3N 1C8

CONTACT: Ralph O'Rourke

PHONE: (204) 489-2268 **FAX:** (204) 488-2268

PRODUCTS: All footwear and accessories, belts, handbags.

NAME: Toronto International Bicycle Show

FREQUENCY: Annual - March (consumer)

ADDRESS:
Canadian International Bicycle Shows
1 Yonge Street, Suite 1801
Toronto, Ontario M5E 1W7

CONTACT: Josie Graziosi, Show Manager

PHONE: (416) 363-1292 **FAX:** (416) 369-0515

PRODUCTS: Bicycles, bicycle clothing, parts & aftermarket supplies.

WEB SITE: http://www.telsec.net/bicycleshow

E-MAIL: josie@telsec.net

NAME: CSGA Annual Western Market & Rep Show

FREQUENCY: Annual - fall [trade]

ADDRESS:
Canadian Sporting Goods Association
455 Saint Antoine West, Suite 510
Montreal, PQ H2Z 1J1

CONTACT: Yves Paquette, General Manager

PHONE: (514) 393-1132 **FAX:** (514) 393-9513

PRODUCTS: Sporting goods, equipment & services.

TRADE SHOWS

NAME: Montreal Sportsman Show

FREQUENCY: Annual - March (Consumer)

ADDRESS: Canadian National Sportsmen's Show
980 rue St. Antoine Ouest, Suite 222
Montreal, Quebec H3C 1A8

CONTACT: Francine St. Laurent, Show Manager

PHONE: (514) 866-5409 **FAX:** (514) 866-4092

PRODUCTS: Major manufacturers, distributors, and retailers of camping, outdoors, fishing, and hunting industries. Tent trailers, fishing boats, canoes, kayaks, etc.

WEB SITE: http://www.sportsmensshows.com/Montreal/index.html

E-MAIL: douesnard@sportshows.ca

NAME: Canadian Hunting & Shooting Sports and Outdoor Trade Show

FREQUENCY: Annual - February (Trade) in Barrie

ADDRESS: Canadian Sporting Arms & Ammunition Association
P.O. Box 484
Bradford, Ontario L3Z 0B1

CONTACT: Shannon Bromley, Show Manager

PHONE: (905) 778-9755 **FAX:** (905) 775-8005

PRODUCTS: Firearms, ammunition, outdoor clothing, hunting & shooting accessories; fishing & camping equipment, archery and outdoor products.

E-MAIL: csaaa@hotmail.com

TRADE SHOWS

NAME: Hockey & Sports Show

FREQUENCY: Annual - September (Trade) in Toronto

ADDRESS:
Canadian Sporting Goods Association
425 Viger Avenue West, Suite 416
Montreal, Quebec H2Z 1X2

CONTACT: Marisa Viviani

PHONE: (514) 393-1132 **FAX:** (514) 393-9513
Or 1-800-393-3002

PRODUCTS: General sporting goods products

WEB SITE: http://www.csga.ca/shows/hockey2002/accueil.shtml

E-MAIL: mviviani@csga.ca

NAME: Red Deer Sportsman Show

FREQUENCY: Annual - February (Consumer)

ADDRESS:
Red Deer Fish and Game Association
PO Box 2
Red Deer, Alberta T4N 5E7

CONTACT: Roger Patton, Show Manager

PHONE: (403) 343-7800 **FAX:** (403) 341-4699

PRODUCTS: Sporting, hunting, and fishing supplies, bikes, roller blades, skateboards, leisure activities, BMX, and related wheel sports

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Sporting Goods Association (CSGA)

ADDRESS: #416, 425 Viger Ave North
Montreal, Quebec H2Z 1X2

CONTACT: Doug Flood, Chair

PHONE: (514) 393-1132 **FAX:** (514) 393-9513
Or 1-888-393-3002

WEB SITE: http://www.csga.ca

E-MAIL: csga@csga.ca

NAME: Shoe Industry Suppliers Association of Canada

ADDRESS: 7910 Pelletier St
Brossard, Quebec J4X 1J7

CONTACT: Diane Cappella, President

PHONE: (450) 671-3604 **FAX:** (450) 671-0166

NAME: Shoe Manufacturers Association of Canada

ADDRESS: 90 Morgan Ave.
Pointe Claire, Quebec H9X 3A8

CONTACT: George Hanna, President

PHONE: (514) 457-3436 **FAX:** (514) 457-8004

E-MAIL: hanna@shoecanada.com

NAME: Shoe Travellers' Association of Canada

ADDRESS: 95 Thorncliffe Park Drive, Suite 3307
Toronto, Ontario M4H 1L7

CONTACT: Moe Jessen, President

PHONE: (416) 467-8180 **FAX:** (416) 467-9151

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Canadian Footwear Journal (Canadian Footwear Directory & Buyers Guide)

FREQUENCY: Nine issues per year

ADDRESS:
McLeish Communications Inc.,
1 Pacifique Street
Saint Anne de Bellevue, PQ H9X 1C5

PHONE: (514) 457-2423
Or 1-800-973-7463
FAX: (514) 457-2577

NAME: Footwear News (FN)

FREQUENCY: Weekly

ADDRESS:
Fairchild Publications
7 West 34th Street
New York, New York 10001

PHONE: (212) 630-4000
Or 1-800-204-4515
FAX: (212) 630-4837

NAME: Shoe Factory Buyers Guide

FREQUENCY: Annual

ADDRESS:
Shoe Trades Publishing Company
61 Massachusetts Avenue
Arlington, Massachusetts 02174

PHONE: (617) 648-8160
FAX: (617) 492-0126

NAME: Canadian Footwear Journal (Canadian Shoemaking Directory & Buyers Guide)

FREQUENCY: Annual

ADDRESS:
Skies America Publishing Company
2560 SW Nimbus Avenue
Beaverton, OR 97008

PHONE: (503) 520-1955
FAX: (503) 520-1275

TRADE JOURNALS

NAME: (1) Bicycle Dealer Showcase
(2) Bicycle Dealers Showcase Buyers' Guide

FREQUENCY: (1) Monthly
(2) Annual

ADDRESS: Mirmar Publishing Company
6133 Bristol Parkway
Box 3640
Culver City, California 90230

PHONE: (213) 337-9717 **FAX:** (213) 337-1041

NAME: Sports Business

FREQUENCY: Monthly

ADDRESS: Tristan Communications
3883 Hwy 7, Suite 214
Woodbridge, Ontario L4L 6C1

PHONE: (905) 856-2600 **FAX:** (905) 856-2667

E-MAIL: triscomm@istar.ca

NAME: Sporting Goods Dealer

FREQUENCY: Monthly

ADDRESS: Bill Communications Inc
1115 Northmeadow Parkway
Roswell, Georgia 30076

PHONE: (770) 569-1540 **FAX:** (770) 569-5105
Or 1-800-241-9034

WEB SITE: www.sgdealer.com

TRADE JOURNALS

NAME:	NSGA Retail Focus		
FREQUENCY:	Six issues per year		
ADDRESS:	National Sporting Goods Association 1601 Feehanville Dr, Suite300 Mount Prospect, Illinois 60056-6035		
PHONE:	(847) 296-6742	**FAX:**	(847) 391-9827
E-MAIL:	info@nsga.org		

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC J6541 - Sporting Goods Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	50							
Revenue Range:								
Low Value ($ 000)	30	30	168	30	74	168	919	
High Value ($ 000)	5000	168	5000	74	168	919	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	67.1(A)	52.9	68.2	41.8	58.0	67.4	68.6	93.5
Purchases and material	66.9(A)	52.1	68.1	41.2	57.1	59.9	72.4	93.5
Closing inventory	39.0(A)	6.1	41.6	7.3	3.5	37.3	43.9	65.2
	39.2(A)	6.8	41.8	7.8	6.4	44.8	40.1	63.0
Wages, salaries, and benefits	12.8(A)	5.3	13.4	7.1	4.5	12.5	13.9	89.4
Direct	0.2(B)	0.0	0.3	0.0	0.0	0.8	0.0	2.2
Indirect	12.6(A)	5.3	13.1	7.1	4.5	11.7	13.9	78.3
Occupancy expenses	3.9(B)	10.7	3.4	25.5	3.8	3.6	3.2	97.8
Depreciation	1.1(B)	4.6	0.9	12.2	1.1	0.6	1.0	84.8
Repairs and maintenance	0.3(B)	1.9	0.2	4.4	0.7	0.1	0.2	67.4
Fuel and oil	-(F)	-	-	-	-	-	-	6.5
Utilities	1.1(A)	1.4	1.1	2.5	0.8	1.2	1.1	69.6
Rent	1.2(B)	1.3	1.2	1.6	1.2	1.7	1.0	50.0
Financial expenses	1.5(A)	2.8	1.4	2.4	3.0	1.7	1.3	95.7
Interest and bank charges	1.3(A)	2.2	1.2	1.5	2.5	1.4	1.1	89.1
Professional fees	0.2(B)	0.7	0.2	0.9	0.6	0.3	0.2	69.6
General expenses	4.7(A)	3.7	4.8	4.7	3.3	5.7	4.4	95.7
Advertising	3.7(A)	2.2	3.8	0.6	2.9	4.0	3.7	89.1
Delivery expenses	0.8(B)	1.3	0.7	3.8	0.2	1.4	0.3	52.2
Insurance	0.3(A)	0.3	0.3	0.3	0.2	0.2	0.4	67.4
Other expenses	5.8(A)	9.7	5.5	20.3	4.8	5.6	5.5	100.0
Total expenses	95.9(A)	85.1	96.7	101.8	77.4	96.4	96.8	100.0
Net profit/loss	4.1(A)	14.9	3.3	-1.8	22.6	3.6	3.2	100.0
Average number of paid employees	4.1	0.2	7.9	0.2	0.3	5.0	10.7	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.3	7.9	3.8	-0.2	10.2	3.6	3.9	
Gross margin (percent)	20.1	41.8	18.4	31.2	37.5	20.1	17.5	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	76							
Gross operating revenue	585.9(A)	78.8	896.5	52.7	89.1	634.0	1147.0	
Total expenses	555.5(A)	56.1	861.3	39.8	62.5	609.3	1101.9	
Net profit	30.4(A)	22.7	35.2	12.9	26.6	24.7	45.2	
Non-Profitable								
Gross operating revenue	144.8(B)	-	-	-	-	-	-	
Total expenses	158.0(B)	-	-	-	-	-	-	
Net loss	-13.2(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	58							
Gross operating revenue	285.2(B)	128.6	437.0	54.6	160.5	286.8	611.2	
Total expenses	266.0(B)	117.5	410.1	45.6	148.3	268.2	574.7	
Net profit	19.2(B)	11.2	26.9	9.0	12.1	18.6	36.5	
Non-Profitable								
Gross operating revenue	237.5(B)	62.6	420.1	46.3	117.0	290.7	524.4	
Total expenses	248.4(B)	70.8	433.8	56.2	119.4	300.9	540.9	
Net loss	-10.9(B)	-8.2	-13.7	-9.9	-2.4	-10.2	-16.5	

PRODUCT SOURCES

NAME: Clarion Canada Inc (Automotive Components Only)

ADDRESS: 2239 Winston Park Drive
Oakville, Ontario L6H 5R1

PHONE: (905) 829-4600 **FAX:** (905) 829-4608

WEB SITE: www.clarioncanada.com

NAME: Absolute Sound Imports Ltd.

ADDRESS: 310 - 3490 Gardener Court
Burnaby, British Columbia

PHONE: (604) 299-0922

NAME: Nakamichi Canada

ADDRESS: 276 Marine Drive SW
Vancouver, British Columbia V5X 2R5

PHONE: (604) 324-7535 **FAX:** (604) 324-7919

WEB SITE: http://www.nakamichi.com

NAME: Sony of Canada Ltd

ADDRESS: 115 Gordon Baker Road
Toronto, Ontario M2H 3R6

PHONE: (416) 499-1414 **FAX:** (416) 497-1774

WEB SITE: http://www.sony.ca

E-MAIL: general_enquiries@sony.ca

PRODUCT SOURCES

NAME: Panasonic Canada Inc

ADDRESS: 5770 Ambler Drive
Mississauga, Ontario L4W 2T3

PHONE: (905) 624-5505 **FAX:** (905) 238-2360

WEB SITE: http://www.panasonic.ca

NAME: Denon Canada Inc

ADDRESS: 5 – 505 Apple Creek Boulevard
Markham, Ontario L3R 5B1

PHONE: (905) 475-4085 **FAX:** (905) 475-4159

WEB SITE: www.denon.ca

NAME: JVC Canada Inc

ADDRESS: 21 Finchdene Square
Scarborough, Ontario M1X 1A7

PHONE: (416) 293-1311 **FAX:** (416) 293-8208

WEB SITE: http://www.jvc.ca

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244 **FAX:** (306) 477-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: http://www.westernretail.com

E-MAIL: info@westernretail.com

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N-5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Full line of fixtures, gondolas etc. - design and layout. Shelving and racking, etc.

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Contractor

NAME: Johnston-Pacific Convey It

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300 **FAX:** (306) 721-2175

PRODUCTS: Layout design, installation, shelving, racking, etc.

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Blazer Store Fixtures Inc.

ADDRESS: 843 - 60th Street East
Saskatoon, Saskatchewan S7K 5Z7

PHONE: (306) 244-1212 **FAX:** (306) 244-4412

PRODUCTS: New/used shelving, accessories, racks, hangers, counters, refrigeration equipment, coolers, etc.

WEB SITE: http://www.mallnetglobal.com/blazer/welcome.html

E-MAIL: blazerstorefixtures@sk.sympatico.ca

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 359-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, shelving, store fixtures & equipment.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

TRADE SHOWS

NAME: Canadian Consumer Electronics Exposition

FREQUENCY: Annual - October (Trade & Consumer)

ADDRESS: The Canadian Show Productions
67 Janedale Crescent
Whitby, Ontario L1N 6Z5

CONTACT: Shirley Trotter, Show Manager

PHONE: (905) 720-0918 **FAX:** (905) 720-0934

PRODUCTS Home audio and theatre equipment products and accessories

E-MAIL: ccee@direct.com

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME:	Canadian Electronic & Appliance Service Association (CEASA)		
ADDRESS:	10 Wynford Heights Crescent, Suite 115 Don Mills, Ontario M3C 1K8		
CONTACT:	S. Rubicini, Executive Director		
PHONE:	(416) 447-7469	**FAX:**	(416) 447-2511
WEB SITE:	http://www.ceasa.org		
E-MAIL:	info@ceasa.org		

Source: Directory of Associations 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Stereo Review

FREQUENCY: Monthly

ADDRESS: Hachette Filipacchi Magazines Inc.
1633 Broadway, 42nd floor
New York, NY 10019

PHONE: (212) 767-6677 **FAX:** (212) 489-4577

NAME: Stereo Review Test Report: Buyers Guide

FREQUENCY: Annual

ADDRESS: Hachette Filipacchi Magazines Inc.
1633 Broadway, 42nd Floor
New York, NY 10019

PHONE: (212) 719-6000 **FAX:** (212) 489-4577

NAME: Stereo Review Car Stereo Buyers Guide

FREQUENCY: Annual

ADDRESS: Hachette Filipacchi Magazines Inc.
1633 Broadway, 42nd Floor
New York, NY 10019

PHONE: (212) 767-6000 **FAX:** (212) 489-4577

NAME: Stereo Review's Stereo Buyers Guide

FREQUENCY: Annual

ADDRESS: Hachette Filipacchi Magazine Inc.
1633 Broadway, 42nd floor
New York, NY 10019

PHONE: (212) 767-6035 **FAX:** (212) 767-5615

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 **SMALL BUSINESS PROFILES** - Saskatchewan
SIC 6220 - Appliance, Television, Radio and Stereo Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	80							
Revenue Range								
Low Value ($ 000)	30	30	252	30	89	252	-	
High Value ($ 000)	5000	252	5000	89	252	-	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	56.4(A)	42.4	59.8	37.1	44.1	-	-	92.0
Purchases and material	56.5(A)	42.3	59.9	36.4	44.2	-	-	92.0
Closing inventory	12.0(A)	8.7	12.8	14.2	7.0	-	-	68.0
	11.8(A)	8.8	12.6	14.9	6.8	-	-	68.0
Wages, salaries, and benefits	20.1(A)	13.7	21.7	4.5	16.6	-	-	76.0
Direct	0.8(C)	4.2	0.0	0.1	5.5	-	-	4.0
Indirect	19.3(A)	9.4	21.7	4.1	11.1	-	-	74.7
Occupancy expenses	6.0(A)	10.4	5.0	10.9	10.3	-	-	100.0
Depreciation	1.9(A)	3.5	1.5	4.1	3.4	-	-	94.7
Repairs and maintenance	0.5(B)	0.7	0.4	0.7	0.6	-	-	61.3
Fuel and oil	0.0(B)	0.1	0.0	0.2	0.0	-	-	2.7
Utilities	2.0(A)	1.8	2.0	5.0	0.8	-	-	73.3
Rent	1.7(B)	4.4	1.0	1.0	5.4	-	-	52.0
Financial expenses	1.8(A)	1.7	1.8	1.5	1.8	-	-	92.0
Interest and bank charges	1.3(A)	1.2	1.3	1.0	1.3	-	-	82.7
Professional fees	0.5(B)	0.5	0.5	0.4	0.5	-	-	77.3
General expenses	3.9(A)	2.8	4.2	3.5	2.6	-	-	93.3
Advertising	2.2(B)	1.7	2.4	2.1	1.5	-	-	89.3
Delivery expenses	1.3(B)	0.7	1.5	0.3	0.8	-	-	56.0
Insurance	0.4(A)	0.4	0.3	1.1	0.2	-	-	61.3
Other expenses	7.7(A)	13.0	6.5	16.8	12.4	-	-	100.0
Total expenses	96.0(A)	84.0	98.9	72.0	87.8	-	-	100.0
Net profit/loss	4.0(B)	16.0	1.1	28.0	12.2	-	-	100.0
Average number of paid employees	2.8	0.7	4.9	0.1	1.4	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	4.1	14.2	1.9	27.8	10.6	-	-	
Gross margin (percent)	23.5	43.9	18.5	58.6	39.3	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	61							
Gross operating revenue	249.5(A)	106.9	656.6	53.3	159.9	-	-	
Total expenses	225.4(A)	86.0	623.5	37.9	135.5	-	-	
Net profit	24.1(A)	20.9	33.1	17.5	24.4	-	-	
Non-Profitable								
Gross operating revenue	349.4(B)	155.9	378.4	-	-	-	-	
Total expenses	356.9(B)	163.9	385.9	-	-	-	-	
Net loss	-7.5(A)	-8.0	-7.5	-	-	-	-	
1995								
Profitable								
Percent of businesses	66							
Gross operating revenue	168.1(A)	54.3	290.6	40.1	79.4	162.6	470.5	
Total expenses	151.3(A)	41.6	269.4	29.1	63.6	144.4	445.1	
Net profit	16.8(A)	12.7	21.2	11.0	15.7	18.1	25.4	
Non-Profitable								
Gross operating revenue	220.7(A)	81.2	341.9	38.3	92.1	230.6	402.9	
Total expenses	228.1(A)	86.5	351.2	42.0	97.7	241.3	411.5	
Net loss	-7.4(B)	-5.2	-9.3	-3.7	-5.6	-10.7	-8.6	

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 36222 - Television, Radio and Stereo Stores

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	129	30	83	129	192	
High Value ($ 000)	5000	129	5000	83	129	192	5000	

SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	57.7(A)	61.0	57.2	69.8	57.6	34.0	62.7	97.1
Purchases and material	58.1(A)	60.6	57.7	67.1	57.9	34.6	63.2	97.1
Closing inventory	9.7(B)	16.1	8.7	35.1	8.5	2.1	10.3	70.6
	9.3(B)	16.6	8.2	37.7	8.1	1.7	9.8	70.6
Wages, salaries, and benefits	16.4(B)	4.0	18.3	0.7	5.3	22.6	17.2	82.4
Direct	3.0(C)	0.2	3.4	0.7	0.0	14.9	0.7	5.9
Indirect	13.4(B)	3.8	14.8	0.1	5.3	7.7	16.5	79.4
Occupancy expenses	7.0(B)	10.2	6.5	11.0	9.9	13.1	4.9	100.0
Depreciation	2.5(B)	6.0	2.0	2.7	7.2	2.6	1.8	97.1
Repairs and maintenance	0.6(B)	0.6	0.6	0.2	0.7	1.3	0.4	70.6
Fuel and oil	0.0(B)	0.0	0.0	0.0	0.0	0.1	0.0	2.9
Utilities	1.1(A)	2.6	0.9	5.1	1.6	0.2	1.1	70.6
Rent	2.7(B)	1.0	3.0	2.9	0.3	8.9	1.6	52.9
Financial expenses	1.5(B)	2.8	1.3	2.5	2.9	1.1	1.4	88.2
Interest and bank charges	1.0(B)	2.3	0.8	1.8	2.6	0.4	0.9	79.4
Professional fees	0.5(A)	0.4	0.5	0.7	0.3	0.7	0.4	76.5
General expenses	2.3(B)	2.8	2.3	3.2	2.6	0.8	2.7	91.2
Advertising	1.6(B)	1.9	1.5	1.5	2.1	0.5	1.8	88.2
Delivery expenses	0.6(B)	0.2	0.6	0.7	0.1	0.0	0.7	35.3
Insurance	0.2(B)	0.6	0.1	1.0	0.5	0.1	0.2	50.0
Other expenses	8.1(B)	11.0	7.6	7.5	12.4	7.5	7.7	100.0
Total expenses	93.0(A)	91.8	93.2	94.7	90.6	79.0	96.5	100.0
Net profit/loss	7.0(B)	8.2	6.8	5.3	9.4	21.0	3.5	100.0
Average number of paid employees	2.2	0.1	4.3	0.0	0.3	2.0	6.5	

FINANCIAL RATIOS								
Interest coverage ratio (times)	7.9	4.5	9.3	4.0	4.7	51.6	4.8	
Gross margin (percent)	25.8	34.9	24.5	29.5	37.1	43.4	20.1	

PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	90							
Gross operating revenue	256.1(B)	74.7	431.6	40.9	100.5	181.4	735.4	
Total expenses	230.9(B)	66.4	389.9	34.1	91.0	143.2	689.6	
Net profit	25.2(B)	8.3	41.6	6.8	9.4	38.2	45.8	
Non-Profitable								
Gross operating revenue	415.9(B)	-	-	-	-	-	-	
Total expenses	450.0(B)	-	-	-	-	-	-	
Net loss	-34.2(B)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	75							
Gross operating revenue	233.4(B)	79.1	403.6	38.0	122.2	198.9	614.7	
Total expenses	214.4(B)	68.3	375.5	25.9	112.9	183.7	573.3	
Net profit	19.0(A)	10.8	28.1	12.1	9.4	15.2	41.3	
Non-Profitable								
Gross operating revenue	219.9(B)	58.8	339.7	-	-	-	-	
Total expenses	228.1(B)	71.0	345.1	-	-	-	-	
Net loss	-8.2(C)	-12.2	-5.3	-	-	-	-	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Elan Services Incorporated

ADDRESS: 2320 King George Highway 6
Surrey, British Columbia V4A 5A5

PHONE: (604) 535-1553 **FAX:** (604) 538-4824
Or 1-800-663-2040

PRODUCTS: Sun beds, commercial & in-home sunlamps, lotions, supplies, medical light therapy equipment.

NAME: Can -Tan Sun Systems Ltd.

ADDRESS: 8650 Cambie Road
Burnaby, British Columbia V6P 6M6

PHONE: (604) 482-3230 **FAX:** (604) 482-3236
Or 1-800-667-7003

PRODUCTS: Sonnenbraune Wolff beds, sun capsule booths, new and used, commercial and home, financing available, free start-up kit, lotions and accessories.

NAME: The Tanning Depot

ADDRESS: 5923 3rd Street SE
Calgary, Alberta T2H 1K3

PHONE: (403) 259-0475 **FAX:** (403) 640-2109

PRODUCTS: Wolff Sundash beds, all major lotion brands and accessories (NUVO, Bronz, body drench, Swedish beauty, California tan, etc.) Free start-up kit & educational packages available. Leasing available.

WEB SITE: http://www.thetanningdepot.com

TRADE SHOWS

NAME: Allied Beauty Association Annual Meeting

FREQUENCY: Annual - June (Trade)

ADDRESS:
Allied Beauty Association
450 Matheson Blvd. East,
Units 46 & 47
Mississauga, Ontario L4Z 1R5

CONTACT: Marc Speir – Show Manager

PHONE: (905) 568-0158 **FAX:** (905) 569-1581

PRODUCTS: Products, services and information on how to run a successful salon

WEB SITE: http://www.abacanada.com

E-MAIL: abacan@idirect.com

NAME: International Congress of Aesthetics

FRQUENCY: Annual - April (Trade) in Toronto

ADDRESS:
Aesthetics and Spa World Conference
2611 North Beltline Road, Suite 140
Sunnyvale, Texas 75182

CONTACT: Merlene Hays, Show Manager

PHONE: (972) 226-2309 **FAX:** (972) 226-2339

PRODUCTS: Aesthetic products and services.

E-MAIL: dermascope@aol.com

Source: Shows & Exhibitions 2002 Directory

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Western Retail Interiors Limited

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

PHONE: (306) 477-2244
Or 1-800-665-0550
FAX: (306) 477-0550

PRODUCTS: Wilson display fixtures, Wilson wall design, layout, and millwork.

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700
FAX: (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4751

PRODUCTS: Full line of fixtures, gondolas etc. - design and layout. Shelving and racking, etc.

NAME: Johnson Equipment Warehouse Limited

ADDRESS: 707B McDonald Street
Regina, Saskatchewan S4N 5M2

PHONE: (306) 721-2300
FAX: (306) 721-2175

PRODUCTS: Layout design, installation, shelving, racking, etc

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Blazer Store Fixtures Inc.

ADDRESS: 843 - 60th Street East
Saskatoon, Saskatchewan S7K 5Z7

PHONE: (306) 244-1212 **FAX:** (306) 244-4412

PRODUCTS: New/used shelving, accessories, racks, hangers, refrigeration equipment, coolers, etc.

WEB SITE: http://www.mallnetglobal.com/blazer

E-MAIL: blazer@mallnetglobal.com

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design, installation, shelving, racking, etc

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Fairwell Commercial Interiors Limited

ADDRESS: 812 Shannon Road
Regina, Saskatchewan S4S 5K2

PHONE: (306) 586-6854 **FAX:** (306) 586-3631

PRODUCTS: Fixtures, flatwall, grid, store design, layout & construction

TRADE SHOWS

NAME: Travel and Vacation Show

FREQUENCY: Annual - April (Consumer & Trade)

ADDRESS:
Player Expositions International
255 Clemow Avenue
Ottawa, Ontario K1S 2B5

CONTACT: Bob Player, Show Manager

PHONE: (613) 567-6408 **FAX:** (613) 567-2718

PRODUCTS: CEO's of hotels, owners of lodges, travel agents and companies involved in the industry.

WEB SITE: http://www.playerexpo.com

E-MAIL: wineshow@playerexpo.com

NAME: Travel Technology 2002 Conference & Trade Show

FREQUENCY: Annual – February (Trade)

ADDRESS:
Last Flight Out
207 – 56 The Esplanade
Toronto, Ontario M5E 1A7

CONTACT: Elissa Tustin, Show Manager

PHONE: (416) 868-1330 **FAX:** (416) 868-0870

PRODUCTS: Travel products & service suppliers, wholesalers, airlines, tourism bureaus, etc.

WEB SITE: http://www.lastflightout.net

E-MAIL: info@lastflightout.net

TRADE SHOWS

NAME: Canadian Meeting & Incentive Travel Symposium & Trade Show

FREQUENCY: Annual – August (Trade)

ADDRESS:
Meetings & Incentive Travel
5th Fl., 777 Bay Street
Toronto, Ontario M5W 1A7

CONTACT: Richard Elliott, Show Manager

PHONE: (416) 596-5786 **FAX:** (416) 593-3193

PRODUCTS: Introduce members of the travel and tourism industry to the public and vice versa.

WEB SITE: http://www.meetingscanada.com

NAME: Maritime Marlin Travel's Vacation Superstore

FREQUENCY: Annual - January (Consumer)

ADDRESS:
Maritime Marlin Travel
202 - 2000 Barrington Street
Halifax, Nova Scotia B3J 3K1

CONTACT: Blair Jerrett, Show Manager

PHONE: (902) 420-1554 **FAX:** (902) 420-0447

PRODUCTS: Travel products

WEB SITE: http://www.maritimemarlin.ca

E-MAIL: bsime@maritimemarlin.ca

TRADE SHOWS

NAME: The Summer Holiday Show

FREQUENCY: Annual - April (Consumer)

ADDRESS: Promexpo Inc., division dmg World Media
801 Sherbrooke Street East, 10th floor
Montreal, Quebec H2L 1K7

CONTACT: John Plovencher, Show Manager

PHONE: (514) 527-9221 **FAX:** (514) 527-8449

PRODUCTS: Summer travel & recreation specialists gathered under themes: cultural holidays, adventure, outdoors, city, resorts & rental services. Recreation equipment tourism and travel.

WEB SITE: http://www.promexpo.com

E-MAIL: sibd@promexpo.com

Source: Shows & Exhibitions 2002, Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Association of Canadian Travel Agents [ACTA]

ADDRESS: 1705 – 130 Albert Street
Ottawa, Ontario K1P 5G4

CONTACT: Randy Wiliams, President

PHONE: (613) 237-3657 **FAX:** (613) 237-7052

WEB SITE: http://www.acta.net

E-MAIL: actacan@acta.ca

NAME: ACTA - Saskatchewan

ADDRESS: C/O ACTA Manitoba
279 Portage Ave
Winnipeg, Manitoba R3B 2B4

CONTACT: Shelly Morris, Regional Manager

PHONE: (204) 831-0831 **FAX:** (204) 925-8000

E-MAIL: actasask@sympatico.ca

NAME: Canadian Association of Retail Travel Agents (CARTA)

ADDRESS: 765 Barton Street East
Hamilton, Ontario L8L 3A9

CONTACT: M.A. Uffer-Marcolongo, President

PHONE: (905) 547-1324 **FAX:** (905) 522-1752

E-MAIL: rantrav@ican.net

Source: Associations Canada 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Meetings & Incentive Travel

FREQUENCY: Seven issues per year

ADDRESS:
Rogers Media Publishing
777 Bay Street, 7th Floor
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5000
Or 1-800-265-3561
FAX: (416) 596-5158

NAME:
(1) Canadian Travel Press
(2) Travel Courier

ADDRESS:
Baxter Publishing Co
310 Dupont Street
Toronto, Ontario M5R 1V9

PHONE: (416) 968-7252
FAX: (416) 968-2377

E-MAIL:
(1) ctp@baxter.net
(2) tc@baxter.net

NAME: Canadian Traveller

ADDRESS:
OP Publishing Ltd
780 Beatty St, Suite 300
Vancouver, BC V6E 4A2

PHONE: (604) 606-4644
FAX: (604) 687-1925

E-MAIL: oppuble@istar.ca

NAME: Bus Tours Magazine

ADDRESS:
National Bus Trader Inc.
9698 West Judson Road
Polo, Illinois 61064

PHONE: (815) 946-2341
FAX: (815) 946-2347

WEB SITE: http://www.busmag.com

E-MAIL: nbt@busmag.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

SIC R9961 - Ticket and Travel Agencies

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	46	30	-	46	82	
High Value ($ 000)	5000	46	5000	-	46	82	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	15.9(A)	0.2	18.7	-	-	2.9	21.1	40.0
Purchases and material	15.9(A)	0.2	18.7	-	-	3.4	21.1	40.0
Closing inventory	0.1(C)	0.0	0.1	-	-	0.5	0.0	3.3
	0.0(A)	0.0	0.0	-	-	0.0	0.0	0.0
Wages, salaries, and benefits	41.1(A)	0.0	48.5	-	-	65.1	45.9	86.7
Direct	0.1(A)	0.0	0.2	-	-	0.0	0.2	3.3
Indirect	41.0(A)	0.0	48.3	-	-	65.1	45.7	86.7
Occupancy expenses	11.0(A)	18.0	9.7	-	-	11.8	9.4	93.3
Depreciation	1.2(A)	0.5	1.4	-	-	0.0	1.6	70.0
Repairs and maintenance	1.1(B)	4.1	0.6	-	-	0.8	0.6	70.0
Fuel and oil	0.2(B)	1.0	0.0	-	-	0.2	0.0	3.3
Utilities	4.3(A)	10.5	3.1	-	-	6.4	2.6	80.0
Rent	4.2(B)	1.8	4.6	-	-	4.4	4.7	83.3
Financial expenses	2.7(B)	1.0	3.0	-	-	8.7	2.1	96.7
Interest and bank charges	0.5(B)	0.0	0.6	-	-	1.4	0.4	86.7
Professional fees	2.2(B)	1.0	2.4	-	-	7.4	1.7	90.0
General expenses	5.5(A)	1.2	6.2	-	-	8.2	5.9	100.0
Advertising	4.8(A)	0.2	5.6	-	-	6.2	5.5	96.7
Delivery expenses	0.4(B)	0.0	0.5	-	-	1.5	0.3	46.7
Insurance	0.3(B)	1.0	0.2	-	-	0.5	0.1	50.0
Other expenses	22.6(A)	70.6	14.0	-	-	34.8	10.8	100.0
Total expenses	98.7(A)	91.1	100.1	-	-	131.5	95.3	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	2.3	0.0	4.5	-	-	1.7	7.3	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	43.0	99.8	32.9	-	-	32.0	33.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	80							
Gross operating revenue	161.2(B)	46.1	354.0	-	-	-	-	
Total expenses	149.2(B)	42.0	328.6	-	-	-	-	
Net profit	12.1(B)	4.1	25.3	-	-	-	-	
Non-Profitable								
Gross operating revenue	115.0(B)	-	-	-	-	-	-	
Total expenses	153.3(A)	-	-	-	-	-	-	
Net loss	-38.3(A)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	76							
Gross operating revenue	181.9(B)	52.0	353.2	30.6	75.3	171.3	414.9	
Total expenses	166.8(B)	43.4	329.6	25.9	62.4	162.6	386.2	
Net profit	15.1(C)	8.6	23.6	4.7	12.9	8.6	28.7	
Non-Profitable								
Gross operating revenue	107.0(A)	-	-	-	-	-	-	
Total expenses	112.7(A)	-	-	-	-	-	-	
Net loss	-5.8(B)	-	-	-	-	-	-	

PRODUCT SOURCES

NAME: Saskatchewan Trucking Association (STA)

ADDRESS: 1335 Wallace Street
Regina, Saskatchewan S4N 3Z5

PHONE: (306) 569-9696 **FAX:** (306) 569-1008
Or 1-800-563-7623

PRODUCTS: Saskatchewan Shippers' Directory

WEB SITE: http://www.sasktrucking.com

E-MAIL: betty@sasktrucking.com

NAME: Canadian Trucking Alliance

ADDRESS: 1025 – 130 Slater Street
Ottawa, Ontario K1P 6E2

PHONE: (613) 236-9426 **FAX:** (613) 563-2701

PRODUCTS: Safety publications

WEB SITE: http://www.cantruck.com

E-MAIL: dugas@cantruck.com

TRADE SHOWS

NAME: Mid-America Trucking Show

FREQUENCY: Annual - March (Trade)

ADDRESS: Exhibit Management Associates Incorporated
Suite E, 1404 Browns Lane
Louisville, Kentucky 40207

CONTACT: Lucas Young

PHONE: (502) 899-3892 **FAX:** (502) 899-3952

PRODUCTS: New models and truck components

WEB SITE: http://www.truckingshow.com

E-MAIL: lyoung@truckingshow.com

NAME: Truckcan 2002

FREQUENCY: Annual - October (Trade) in Mississauga

ADDRESS: dmg World Media Inc.
314 - 1 Concorde Gate
North York, Ontario M3C 3N6

CONTACT: Angela Koath, Show Manager

PHONE: (416) 385-1880
Or 1-888-823-7469 **FAX:** (416) 385-1855

PRODUCTS: Trucks, truck trailers, truck bodies, heavy duty parts & accessories, engines & power train components, service shop equipment & supplies, uniforms, signs & decals and seminars.

TRADE SHOWS

NAME: TruckWorld 2002

FREQUENCY: Annual - September (Trade)

ADDRESS: Ontario Trucking Association
555 Dixon Road
Toronto, Ontario M9W 1H8

CONTACT: Barbara Cole, Show Manager

PHONE: (416) 249-7401 **FAX:** (416) 245-6152
Or 1-877-682-7469

PRODUCTS: Trucks, accessories, materials, and equipment used in the motor transportation industry

WEB SITE: http://www.truckworld.ca

E-MAIL: info@truckworld.ca

NAME: Truxpo 2002

FREQUENCY: Annual - September (Trade) in Abbotsford, BC

ADDRESS: British Columbia Trucking Association
1610 Kebet Way
Port Coquitlam, B.C. V3C 5W9

CONTACT: Michele Nicol, Show Manager

PHONE: (604) 942-3200 **FAX:** (604) 942-3191

PRODUCTS: Trucks, trailers and equipment

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Saskatchewan Trucking Association (STA)

ADDRESS: 1335 Wallace Street
Regina, Saskatchewan S4N 3Z5

CONTACT: Jim Friesen, General Manager

PHONE: (306) 569-9696
Or 1-800-563-7623 **FAX:** (306) 569-1008

WEB SITE: http://www.sasktrucking.com

E-MAIL: betty@sasktrucking.com

NAME: Canadian Trucking Alliance (CTA)

ADDRESS: 130 Slater Street, Suite 1025
Ottawa, Ontario K1P 6E2

CONTACT: David Bradley, CEO

PHONE: (613) 236-9426 **FAX:** (613) 563-2701

WEB SITE: http://www.cantruck.com

E-MAIL: dugas@cantruck.com

NAME: American Trucking Association

ADDRESS: 2200 Mill Road
Alexandria, Virginia 22314-4677

PHONE: (703) 838-1700

WEB SITE: http://www.truckline.com

Source: Associations Canada, 2002, Micromedia Ltd.

TRADE JOURNALS

NAME:
(1) Truck News
(2) Truck West
(3) Motortruck
(4) Trucking Canada

FREQUENCY: Monthly

ADDRESS:
Southam Information Products Ltd
1450 Don Mills Road
Don Mills, Ontario M3B 2X7

PHONE: (416) 442-2035 **FAX:** (416) 442-2200

E-MAIL: ohscanada@corporatesoutham.ca

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

OTHER MARKET DATA SOURCES

NAME: Trucking in Canada

FREQUENCY: Annual

AUTHOR:
Statistics Canada # 53-222-X1B
Statistics Canada
440 – 2365 Albert Street
Regina, Saskatchewan S4P 4K1

PHONE: (306) 780-5405
Or 1-800-263-1136
FAX: (306) 780-5403

PRODUCTS: On-line publication presents a comprehensive overview of the Canadian trucking industry, both for-hire and private. Principal information includes statistics on revenues and expenses, equipment operated, investment, employment, and commodities transported from point of origin to point of destination. Also included are special studies, a glossary and an explanation of data quality measures and methodology.

WEB SITE: http://www.statcan.ca

NAME: Operating Costs of Trucks in Canada

AUTHOR:
Transport Canada
344 Edmonton Street
Winnipeg, Manitoba R3C 0P6

PHONE: (204) 983-3152 or 1-888-463-0521

PRODUCTS: Operating data, costs, etc. for type of freight, truck & distance travelled.

WEB SITE: http://www.tc.gc.ca

E-MAIL: murrayd@yc.gc.ca

NAME: Motor Carrier Case Study

AUTHOR:
United States Department of Transport
400 Seventh Street S.W.
Washington, DC 20590

PHONE: (202) 366-3676 or 1-800-853-1351

PRODUCTS: Evaluation of trucking industry.

WEB SITE: http://www.dot.gov

E-MAIL: dot.comments@ost.dot.gov

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC G4560 - Truck Transport Industries

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	590							
Revenue Range:								
Low Value ($ 000)	30	30	139	30	83	139	210	
High Value ($ 000)	5000	139	5000	83	139	210	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	9.5(A)	2.7	10.8	4.1	2.1	2.3	12.8	34.1
Purchases and material	9.6(A)	2.7	11.0	4.1	2.1	2.3	13.1	[illegible]
Closing inventory	-(F)	-	-	-	-	-	-	2.2
	-(F)	-	-	-	-	-	-	2.0
Wages, salaries, and benefits	22.5(A)	9.6	25.1	8.3	10.3	16.4	27.1	78.8
Direct	0.3(B)	0.2	0.3	0.4	0.0	0.6	0.2	3.9
Indirect	22.3(A)	9.5	24.8	7.9	10.2	15.8	27.0	76.8
Occupancy expenses	35.2(A)	43.5	33.6	33.7	48.3	40.3	32.0	100.0
Depreciation	10.4(A)	14.0	9.6	12.7	14.7	13.1	8.8	91.5
Repairs and maintenance	8.6(A)	12.7	7.8	9.5	14.3	10.9	7.1	77.6
Fuel and oil	11.7(A)	13.0	11.4	9.1	14.9	12.1	11.3	99.7
Utilities	1.5(A)	1.4	1.5	1.6	1.4	1.5	1.6	[illegible]
Rent	3.1(A)	2.4	3.2	0.9	3.1	2.7	3.3	54.7
Financial expenses	3.6(A)	6.3	3.1	7.1	5.9	5.1	2.6	96.8
Interest and bank charges	2.9(A)	5.1	2.5	6.1	4.6	4.2	2.1	88.1
Professional fees	0.7(A)	1.2	0.6	0.9	1.3	0.9	0.5	82.0
General expenses	4.5(A)	2.8	4.8	3.7	2.3	6.2	4.5	81.7
Advertising	0.4(A)	0.5	0.3	1.3	0.1	0.3	0.1	52.5
Delivery expenses	1.8(B)	0.5	2.0	0.6	0.4	2.9	1.8	22.2
Insurance	2.4(A)	1.8	2.5	1.9	1.8	3.0	2.3	63.2
Other expenses	16.8(A)	18.0	16.6	24.4	14.8	17.8	16.3	99.7
Total expenses	92.1(A)	82.9	93.9	81.2	83.7	88.1	95.4	100.0
Net profit/loss	7.9(A)	17.1	6.1	18.8	16.3	11.9	4.6	100.0
Average number of paid employees	1.8	0.3	3.4	0.2	0.4	0.9	5.8	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.7	4.3	3.4	4.1	4.5	3.8	3.2	
Gross margin (percent)	68.0	87.6	64.2	87.6	87.6	81.3	60.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	79							
Gross operating revenue	259.0(A)	82.9	429.2	52.5	111.0	162.9	737.9	
Total expenses	229.2(A)	62.4	390.5	35.7	87.0	134.7	686.9	
Net profit	29.8(A)	20.5	38.8	16.8	24.0	28.2	51.0	
Non-Profitable								
Gross operating revenue	219.3(A)	78.9	378.1	56.9	107.7	168.5	492.8	
Total expenses	236.6(A)	87.0	405.7	66.2	114.2	201.2	517.7	
Net loss	-17.3(A)	-8.1	-27.6	-9.3	-6.4	-32.7	-24.9	
1995								
Profitable								
Percent of businesses	85							
Gross operating revenue	150.4(A)	70.5	242.6	45.8	97.0	142.2	361.2	
Total expenses	128.4(A)	55.1	213.1	33.8	77.9	117.2	326.5	
Net profit	22.0(A)	15.5	29.5	12.1	19.1	25.0	34.7	
Non-Profitable								
Gross operating revenue	225.8(A)	76.2	289.0	40.7	93.3	145.4	364.7	
Total expenses	242.4(A)	85.3	308.7	54.4	100.1	159.0	387.7	
Net loss	-16.6(A)	-9.1	-19.8	-13.7	-6.8	-13.7	-23.0	

http://strategis.ic.gc.ca/cgi-bin/sc_mangb/contact/sbp/sbp_e.cgi

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC 4561 - General Freight Trucking Industry

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (75%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	290							
Revenue Range								
Low Value ($ 000)	30	30	132	30	75	132	201	
High Value ($ 000)	5000	132	5000	75	132	201	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	10.9(B)	3.6	12.4	6.1	2.4	0.3	15.5	26.4
Purchases and material	10.9(B)	3.6	12.4	6.1	2.4	0.3	15.5	26.4
Closing inventory	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	1.0
	0.0(A)	0.0	0.0	0.0	0.0	0.0	0.0	0.3
Wages, salaries, and benefits	18.4(A)	6.8	20.8	6.4	7.0	13.2	22.7	73.3
Direct	0.1(C)	0.1	0.1	0.0	0.1	0.4	0.0	2.4
Indirect	18.3(A)	6.7	20.7	6.4	6.9	12.7	22.7	71.9
Occupancy expenses	34.8(A)	45.2	32.7	30.8	52.3	41.0	30.5	100.0
Depreciation	10.2(A)	13.3	9.5	11.9	14.0	15.3	8.0	89.6
Repairs and maintenance	8.3(A)	13.6	7.2	7.0	16.9	12.1	5.9	75.0
Fuel and oil	11.6(A)	14.1	11.0	9.3	16.5	10.0	11.3	58.3
Utilities	1.3(A)	1.4	1.3	1.5	1.3	1.1	1.4	76.0
Rent	3.5(B)	2.8	3.7	1.1	3.6	2.5	3.9	51.4
Financial expenses	3.9(A)	6.7	3.3	7.8	6.1	6.2	2.6	95.8
Interest and bank charges	3.3(A)	5.4	2.8	7.3	4.5	5.5	2.1	87.5
Professional fees	0.6(A)	1.2	0.5	0.5	1.6	0.7	0.4	81.3
General expenses	4.5(A)	3.4	4.7	4.5	2.9	3.6	5.0	79.9
Advertising	0.4(A)	0.8	0.3	2.1	0.1	0.2	0.3	45.5
Delivery expenses	1.7(B)	0.8	1.8	0.9	0.7	1.4	2.0	19.1
Insurance	2.5(A)	1.9	2.6	1.5	2.0	2.0	2.8	62.2
Other expenses	20.0(B)	18.3	20.4	27.9	13.6	20.8	20.5	100.0
Total expenses	92.5(A)	84.0	94.3	83.5	84.3	86.3	96.9	100.0
Net profit/loss	7.5(A)	16.0	5.7	16.5	15.7	13.7	3.1	100.0
Average number of paid employees	1.4	0.2	2.6	0.1	0.3	0.7	4.5	
FINANCIAL RATIOS								
Interest coverage ratio (times)	3.3	3.9	3.0	3.3	4.5	3.9	2.5	
Gross margin (percent)	70.7	89.6	66.9	87.5	90.6	86.5	61.7	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	77							
Gross operating revenue	240.1(A)	81.9	383.3	52.1	107.7	158.6	718.9	
Total expenses	213.8(A)	61.8	351.4	35.7	84.3	132.4	678.4	
Net profit	26.3(A)	20.1	31.9	16.4	23.4	26.1	40.5	
Non-Profitable								
Gross operating revenue	205.6(A)	71.3	394.9	52.2	100.4	184.6	411.1	
Total expenses	219.0(A)	79.5	415.5	60.1	109.0	198.9	432.2	
Net loss	-13.3(A)	-8.2	-20.6	-7.9	-8.6	-14.2	-21.1	
1995								
Profitable								
Percent of businesses	87							
Gross operating revenue	157.9(A)	84.0	237.6	56.8	110.2	146.7	339.2	
Total expenses	134.5(A)	65.5	208.9	41.5	88.6	122.1	306.2	
Net profit	23.4(A)	18.5	28.6	15.3	21.6	24.7	33.1	
Non-Profitable								
Gross operating revenue	210.2(A)	83.7	285.2	62.5	114.1	147.9	359.7	
Total expenses	224.6(A)	91.8	303.5	71.0	121.6	159.1	381.7	
Net loss	-14.5(A)	-8.1	-18.2	-8.5	-7.5	-11.3	-22.0	

PRODUCT SOURCES

NAME: Elan Fine Fabrics Drapery & Upholstery Limited

ADDRESS: 1795 Corydon Avenue
Winnipeg, Manitoba R3N 0K6

PHONE: (204) 489-0872

PRODUCTS: Decorator prints, upholstery, drapery & on-site workroom

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NAME: Globe Fabrics

ADDRESS: 1825 Park Street
Regina, Saskatchewan S4N 2G4

PHONE: (306) 522-2619 **FAX:** (306) 347-3030

PRODUCTS: Fashion fabrics, upholstery fabric, supplies for home & auto, foam & notions

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NAME: Mitchell Fabrics Ltd.

ADDRESS: 637 Main Street
Winnipeg, Manitoba R3B 1E3

PHONE: (204) 942-6327

PRODUCTS: Upholstery: designers & basics, velvets, tapestries, jacquards, damasks, herculons, tweeds, vinyls, trims, custom buttons

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NAME: Fanny's Fabrics Ltd.

ADDRESS: 2044 Dewdney Avenue
Regina, Saskatchewan S4R 1H1

PHONE: (306) 522-1525

PRODUCTS: Fashion fabrics, upholstery fabrics, patterns, craft supplies & notions

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NAME: Lord Selkirk Furniture Upholstering and Supply

ADDRESS: 835 Main Street
Winnipeg, Manitoba R2W 3N9

PHONE: (204) 943-0911 **FAX:** (204) 943-2967

PRODUCTS: Fabrics, foams, springs, etc.

PRODUCT SOURCES

NAME: Western Fabrics

ADDRESS: 366 Henry Avenue
Winnipeg, Manitoba R3A 1P3

PHONE: (204) 943-5424
Or 1-800-665-0010 **FAX:** (204) 943-0849

PRODUCTS: Wholesale distributor of upholstery, drapery fabrics, and decorative supplies.

WEB SITE: http://www.westernfabrics.com

E-MAIL: info@westernfabrics.com

NAME: Arlene's Interiors

ADDRESS: 2282 Holdom Avenue
Burnaby, British Columbia V5B 4Y5

PHONE: (604) 291-6922

PRODUCTS: Custom drapery, upholstery & blinds

NAME: Comfort Upholstery Ltd

ADDRESS: 5594 Fraser Street
Vancouver, British Columbia V5W 2Z4

PHONE: (604) 321-9216

PRODUCTS: Discount prices on drapery, upholstery & fabrics

NAME: Upholstery Felt Company Ltd

ADDRESS: 4416 Sumas Street
Burnaby, British Columbia V5C 4A9

PHONE: (604) 299-3234 or (604) 298-4934

PRODUCTS: Wools, silks, fine cottons, drapery & upholstery

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Alsort Store Fixtures & Interiors

ADDRESS: 1201 Scarth Street
Regina, Saskatchewan S4R 2E6

PHONE: (306) 352-6700 **FAX:** (306) 352-4100

PRODUCTS: Layout, design shelving, etc.

WEB SITE: www.alsort.com

E-MAIL: alsort@sk.sympatico.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc
Saskatoon, Saskatchewan

PHONE: (306) 934-4751

PRODUCTS: Shelving, design, layouts & racking

NAME: Western Retail Interiors Ltd.

ADDRESS: 208 Jessop Avenue
Saskatoon, Saskatchewan S7N 1Y4

CONTACT: Douglas Keats

PHONE: (306) 477-2244 **FAX:** (306) 477-0550
Or 1-800-665-0550

PRODUCTS: Manufacturers and distributors of store fixtures

WEB SITE: http://www.westernretail.com

E-MAIL: kato@westernretail.com

TRADE SHOWS

NAME: Toronto International Home Furnishing Market

FREQUENCY: January and June (Trade)

ADDRESS: Quebec Furniture Manufacturers Association Inc.
1111 Saint Urbain Street, Suite 101
Montreal, Quebec H2Z 1Y6

CONTACT: J. Andre Bergeron, Sales Manager

PHONE: (514) 866-3631 **FAX:** (514) 871-9900
Or 1-800-363-6681

PRODUCTS: Household furniture lamps & decorative accessories.

WEB SITE: http://www.tihfm.com

E-MAIL: info@tihfm.com

NAME: Quebec Furniture Market (Salon du Meuble de Quebec)

FREQUENCY: Annual - September [Trade & Consumer]

ADDRESS: Salon Du Meuble De Quebec 1996 Inc.
8431 Ave. L'Esperance
Quebec, Quebec G2K 1M4

CONTACT: Francine Beaudin, Show Manager

PHONE: (418) 624-4371 **FAX:** (418) 624-4354
Or 1-877-745-3848

PRODUCTS: Household furniture lamps & decorative accessories.

NAME: International Contemporary Furniture Fair

FREQUENCY: Annual - May (Trade: open to public on last day)

ADDRESS: George Little Management Incorporated
10 Bank Street
White Plains, New York 10606-1954

PHONE: (914) 421-3270 **FAX:** (914) 948-2918
Or 1-800-272-7469

PRODUCTS: Limited & mass production furniture, RTA, home furnishings and lighting in the mid-to-upper price range.

Source: Shows & Exhibitions 2002; Shows & Exhibitions.

TRADE ASSOCIATIONS

NAME: Associated Designers of Canada

ADDRESS: 403 – 720 Bathurst Street
Toronto, Ontario M5S 2R4

PHONE: (416) 532-4488 **FAX:** (416) 536-3463

WEB SITE: http://www.designers.ca

E-MAIL: adc@designers.ca

NAME: American Society of Interior Designers

ADDRESS: 608 Massachusetts Avenue N.E.
Washington, DC 20002-6006

PHONE: (204) 546-3480 **FAX:** (204) 546-3240

WEB SITE: http://www.asid.org

E-MAIL: asid@asid.org

Source: Associations Canada, 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Better Homes & Gardens Home Furnishings Products Guide

FREQUENCY: Annual

ADDRESS:
Meredith Corporation
1716 Locust Street
Des Moines, Iowa 50309

PHONE: (515) 284-2845 **FAX:** (515) 284-3684

WEB SITE: http://www.bhg.com

NAME:
(1) Furniture Repairing/Refinishing
(2) Upholsters

FREQUENCY:
(1) Annual.
(2) Annual.

ADDRESS:
American Business Information Inc.
5711 South 86th Cir.
Box 27347
Omaha, New England 68102

PHONE: (402) 593-4600 **FAX:** (402) 331-5481

NAME: Upholster Magazine Online

ADDRESS:
VUE
Box 128
El Verano, California 95433

PHONE: (707) 938-0276
Or 1-800-635-3493
FAX: (707) 938-0276

WEB SITE: http://www.upholster.com

E-MAIL: kenvue@vom.com

TRADE JOURNALS

NAME: Canadian House and Home

FREQUENCY: Nine issues per year

ADDRESS: 120 – 511 King Street West
Toronto, Ontario M5V 2Z4

PHONE: (416) 593-0204 **FAX:** (416) 591-1630

NAME: Canadian Interiors

FREQUENCY: Eight issues per year + show guide

ADDRESS: Canadian Interiors
360 Dupont Street
Toronto, Ontario M5R 1V9

PHONE: (416) 966-9944 **FAX:** (416) 966-9946

WEB SITE: http://www.canadianinteriors.com

E-MAIL: info@canadianinteriors.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

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PRODUCT SOURCES

NAME: Forney Welding Equipment & Supplies Limited

ADDRESS: 140 - 5th Avenue East
Regina, Saskatchewan S4N 5A1

PHONE: (306) 569-9083 **FAX:** (306) 565-3177

PRODUCTS: ARC and Oxy acetylene welding and cutting equipment, welding accessories, air hose and fittings, fastening tools, abrasives, springs, safety springs, electrodes

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NAME: Acklands - Grainger Inc.

ADDRESS: 680 McLeod Street
Regina, Saskatchewan S4N 4Y1

PHONE: (306) 721-3200 **FAX:** (306) 721-5414

PRODUCTS: Purox welding & cutting equipment; Oxweld equipment, rods & supplies, Mig & Tig power supplies, torches, wire, supplies & accessories

WEB SITE: http://www.acklandsgrainger.com

E-MAIL: fleecer@agi.ca

NAME: Air Liquide Canada

ADDRESS: 1105 Pettigrew Avenue East
Regina, Saskatchewan S4N 5W1

PHONE: (306) 525-3840 **FAX:** (306) 757-2150

Or

ADDRESS: 510B 51st Street East
Saskatoon, Saskatchewan S7K 7L1

PHONE: (306) 933-2722 **FAX:** (306) 931-6641
Or 1-800-816-9120

PRODUCTS: Industrial gases, wire, electrodes, torches, machines, abrasives.

WEB SITE: http://www.airliquide.ca

PRODUCT SOURCES

NAME: Arctec Alloys

ADDRESS: 1401 Horace Street
Regina, Saskatchewan S4T 5L9

PHONE: (306) 545-3624

NAME: Barry Hamel Equipment Limited

ADDRESS: 2601 Shuswap Avenue
Coquitlam, British Columbia V3K 5Z9

PHONE: (604) 949-9313 or 1-800-535-9261

PRODUCTS: Manufacturers of electric arc welders, rods, accessories & A/C motors

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NAME: BOC Gases Division of BOC Canada Limited

ADDRESS: 665 McDonald Street
Regina, Saskatchewan S4N 4X1

PHONE: (306) 525-6176

Or

ADDRESS: 720 51st Street East
Saskatoon, Saskatchewan S7K 4K4

PHONE: (306) 934-1183

PRODUCTS: Industrial gases, torches, regulators, plasma equipment, arc welders, robots, electrodes, wires, wire feeders, safety products & accessories

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NAME: Praxair Distribution

ADDRESS: 1350 St. John Street
Regina, Saskatchewan S4R 1S3

PHONE: (306) 525-5678
Or 1-800-225-8247

FAX: (306) 347-7838

PRODUCTS: Oxygen and other gases

WEB SITE: http://www.praxair.com

TRADE SHOWS

NAME: Vancouver Industrial Exposition

FREQUENCY: Annual - April (Trade) in Abbotsford

ADDRESS: Reed Expositions Company Inc.
3761 Park Ave, Unit 1
Scarborough, Ontario M1W 3S2

CONTACT: Elaine Smith, Show Manager

PHONE: (416) 491-3999 **FAX:** (416) 491-5088
Or 1-888-322-7333

PRODUCTS: Machinery tools & accessories, welding equipment, hydraulics, pneumatics, material handling.

WEB SITE: http://www.reedexpo.com

E-MAIL: canada@reedexpo.com

NAME: Weld Expo Canada

FREQUENCY: Annual - October (Trade) in Toronto

ADDRESS: Reed Exhibition Companies Inc.
3761 Victoria Park Avenue, Unit 1
Scarborough, Ontario M1W 3S2

PHONE: (416) 491-3999 **FAX:** (416) 491-5088
Or 1-888-322-7333

PRODUCTS: Welding, forming and fabricating products

WEB SITE: http://www.reedexpo.com

E-MAIL: canada@reedexpo.com

TRADE SHOWS

NAME:
(1) Southwest Ontario Industrial Show (SOIS)
(2) Quebec Manufacturing Week: Montreal Fabricating & Machine Tool Show and The National Factory Automation Show
(3) Canadian Manufacturing Week: WeldExpo Canada, Canadian Environmental Technologies Show, and Canadian Design Engineering Show
(4) Canadian Plant Maintenance & Design Engineering Show
(5) Vancouver Industrial Exhibition
(6) Atlantic Industrial Exhibition - Halifax

FREQUENCY:
(1) Annual - May (Trade) in Kitchener
(2) Annual - May (Trade) in Montreal
(3) Annual - September (Trade) in Toronto
(4) Annual - May (Trade) in Mississauga
(5) Annual - April (Trade) in Abbotsford
(6) Biennial - September (Trade) in Halifax

ADDRESS:
Reed Exhibition Companies Incorporated
3761 Victoria Park Avenue, Unit 1
Toronto, Ontario M1W 3S2

CONTACT: David Brown, Vice President

PHONE: (416) 491-3999 **FAX:** (416) 491-5088
Or 1-888-322-7333

PRODUCTS:
(1) Production machinery, plant maintenance and engineering, daily operations and supplies, advanced manufacturing technology.
(2) The latest products for the machine tool industry & the most advanced robots, machine vision & factory automation equipment.
(3) All welding & related equipment. Environmental cleanup systems. All items relating to product design and manufacturing. All plant maintenance and related equipment.
(4) All items relating to product design and manufacturing. All plant maintenance & related equipment.
(5) All equipment related to heavy industry.
(6) All equipment related to heavy industry.

WEB SITE: http://www.reedexpo.com

E-MAIL: canada@reedexpo.com

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Canadian Welding Bureau

ADDRESS: CWB Group - Industry Services
7250 West Credit Avenue
Mississauga, Ontario L5N 5N1

CONTACT: Brian McQueen, President

PHONE: (905) 542-1312 **FAX:** (905) 542-1318

WEB SITE: http://www.cwbgroup.com

E-MAIL: info@cwbgroup.com

NAME: Canadian Welding Association

ADDRESS: 211 – 590 Alden Road
Markham, Ontario L3R 8N2

PHONE: (905) 513-1728 **FAX:** (905) 513-1248

E-MAIL: admin@cwa-acs.org

Or

CONTACT: Regina Chapter, George Saxby

ADDRESS: 61 Lorimer Cr
Regina, Saskatchewan S4R 3Y3

PHONE: (306) 352-1136 **FAX:** (306) 775-0484

E-MAIL: regina@cws-acs.org

WEB SITE: http://www.cwa-acs.org

Source: Associations Canada, 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Canadian Industrial Machinery (CIM) – monthly
FAB Canada (Fabricating Canada) – monthly
Metal Manufacturers' Purchasing Guide – annually

ADDRESS: Canadian Industrial Publishing
919 Fraser Drive
Burlington, Ontario L7L 4X8

PHONE: (905) 637-2317 **FAX:** (905) 634-2776

WEB SITE: http://www.cipmetalworking.com

E-MAIL: sales@cipmetalworking.com

NAME: Welding Canada – monthly
Canadian Machinery & Metalworking – monthly

ADDRESS: Rogers Media Publishing
6th Fl., 777 Bay Street
Toronto, Ontario M5W 1A7

PHONE: (416) 596-5717 **FAX:** (416) 596-5881

WEB SITE: http://www.weldingcanadamag.com

Or

http://www.canadianmetalworking.com

NAME: Welding Journal

ADDRESS: American Welding Society (AMS)
550 LeJeune Rd NW
Miami, Florida 33126

PHONE: (305) 443-9353
Or 1-800-443-9353 **FAX:** (305) 443-5951

E-MAIL: info@aws.com

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

STATISTICS CANADA
1997 SMALL BUSINESS PROFILES - Saskatchewan
SIC R9942 - Welding

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	110							
Revenue Range								
Low Value ($ 000)	30	30	111	30	82	111	144	
High Value ($ 000)	5000	111	5000	82	111	144	5000	
SELECTED EXPENSE ITEMS				(percent of gross operating revenue)				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	22.6(B)	12.6	25.6	13.6	12.1	10.5	30.9	62.9
Purchases and material	21.5(B)	12.3	24.3	13.4	11.6	10.4	29.3	61.0
Closing inventory	2.3(B)	1.9	2.4	1.1	2.4	0.9	3.0	17.1
	3.4(C)	2.3	3.7	1.2	2.9	1.0	4.7	21.9
Wages, salaries, and benefits	21.9(A)	10.1	25.5	10.4	9.8	23.8	26.1	77.1
Direct	4.5(C)	0.3	5.8	0.4	0.3	0.0	7.9	12.4
Indirect	17.3(B)	9.8	19.6	10.1	9.6	23.8	18.2	68.6
Occupancy expenses	13.8(A)	21.2	11.6	21.4	21.1	13.4	10.9	99.0
Depreciation	5.1(B)	8.3	4.2	10.9	6.9	5.7	3.6	89.5
Repairs and maintenance	3.2(B)	5.4	2.6	4.1	6.2	3.1	2.4	66.7
Fuel and oil	2.5(B)	2.7	2.4	0.7	3.9	2.5	2.3	20.0
Utilities	1.8(A)	2.4	1.7	3.1	2.0	1.9	1.6	72.4
Rent	1.1(B)	2.3	0.8	2.6	2.1	0.2	1.0	34.3
Financial expenses	2.2(B)	3.5	1.9	3.0	3.8	3.0	1.4	89.5
Interest and bank charges	1.3(B)	1.9	1.0	1.7	2.1	2.0	0.7	82.9
Professional fees	1.0(A)	1.6	0.8	1.2	1.8	1.0	0.7	81.0
General expenses	2.8(A)	2.1	3.0	2.5	1.9	1.6	3.5	85.7
Advertising	0.8(B)	0.6	0.9	0.9	0.4	1.3	0.8	73.3
Delivery expenses	0.4(B)	0.0	0.5	0.1	0.0	0.0	0.6	30.5
Insurance	1.6(B)	1.5	1.6	1.6	1.5	0.4	2.0	59.0
Other expenses	14.4(B)	14.6	14.4	19.5	11.7	23.2	11.3	99.0
Total expenses	77.7(A)	64.1	81.9	70.4	60.5	75.6	84.1	100.0
Net profit/loss	22.3(A)	35.9	18.1	29.6	39.5	24.4	15.9	100.0
Average number of paid employees	1.5	0.3	2.7	0.2	0.4	1.3	4.0	
FINANCIAL RATIOS								
Interest coverage ratio (times)	18.8	19.5	18.3	18.3	20.2	13.0	23.7	
Gross margin (percent)	55.6	77.3	48.9	76.0	78.1	65.7	43.0	
PROFITABLE vs NON-PROFITABLE BUSINESSES				(thousands of dollars)				
1997								
Profitable								
Percent of businesses	97							
Gross operating revenue	164.3(B)	76.7	250.9	55.8	96.1	130.0	377.5	
Total expenses	126.5(B)	48.0	204.0	37.1	58.1	98.2	314.7	
Net profit	37.9(B)	28.7	46.9	18.7	38.0	31.8	62.7	
Non-Profitable								
Gross operating revenue	-0	-	-	-	-	-	-	
Total expenses	-0	-	-	-	-	-	-	
Net loss	-0	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	95							
Gross operating revenue	99.8(B)	35.8	168.0	27.7	43.6	86.3	250.7	
Total expenses	73.8(B)	26.2	124.6	23.8	28.5	54.0	196.0	
Net profit	26.0(A)	9.6	43.4	3.9	15.2	32.2	54.7	
Non-Profitable								
Gross operating revenue	110.3(C)	-	-	-	-	-	-	
Total expenses	116.7(C)	-	-	-	-	-	-	
Net loss	-6.4(C)	-	-	-	-	-	-	

FIXTURE & EQUIPMENT SUPPLIERS

NAME: Displayco Canada Inc.

ADDRESS: 1628 Quebec Street
Regina, Saskatchewan S4P 1J2

CONTACT: Wayne Papp

PHONE: (306) 569-2404
Or 1-888-343-7469
FAX: (306) 525-2653

PRODUCTS: Signs and displays (also trade show displays).

WEB SITE: http://www.displayco.ca

E-MAIL: info@displayco.ca

NAME: Hussman Canada Inc.

ADDRESS: 115 Kress Street
Regina, Saskatchewan S4N 5X8

PHONE: (306) 721-2700 **FAX:** (306) 721-4711

Or

ADDRESS: Hussman Canada Inc.
Saskatoon, Saskatchewan

PHONE: (306) 934-4440

PRODUCTS: Planning, fixture and equipment, layouts, gondolas and shelving

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NAME: Mayers Packaging Ltd

ADDRESS: 289 Chambers Street
Winnipeg, Manitoba R3E 1W6

CONTACT: Norm Tatelman

PHONE: (204) 774-1651
Or 1-800-801-9137
FAX: (204) 783-7760

PRODUCTS: Shelving, racks, boxes, gift-wrap, bows, etc.

WEB SITE: http://www.mayers.ca

E-MAIL: winnipeg@mayerspackaging.com

TRADE SHOWS

NAME: Mode Accessories

FREQUENCY: Biannual - January/August (Trade) in Toronto

ADDRESS: Two Plus One Group Inc
220 Duncan Mill Road, Suite 611
Toronto, Ontario M3B 3J5

CONTACT: Anne Dutchburn, Show Manager

PHONE: (416) 510-0114 **FAX:** (416) 510-0165

PRODUCTS: Costume jewellery, handbags, small leather goods, belts, gloves, watches, scarves, ties, hosiery, eyewear, hats & hair ornaments.

WEB SITE: http://www.mode-accessories.com

E-MAIL: twoplusone@globalserve.net

NAME: Ontario Fashion Exhibitors Inc. Fashion Market

FREQUENCY: Annual – March/September (Trade) in Toronto

ADDRESS: Ontario Fashion Exhibitors Inc
111 Peter Street, Suite 407
Toronto, Ontario M5V 2H1

CONTACT: Serge S. Micheli, Show Manager

PHONE: (416) 596-2401
Or 1-800-596-1808 **FAX:** (416) 596-1808

PRODUCTS: Women's fashions & accessories & children's wear

E-MAIL: ofe@interlog.com

TRADE SHOWS

NAME: Alberta Fashion Market

FREQUENCY: Four shows per year - March/Apr./May/Sept./Nov. (Trade) in Edmonton

ADDRESS: Alberta Fashion Market
10403 - 172nd Street, Suite 300-L
Edmonton, Alberta T5S 1K9

CONTACT: Susan Brohcu, Show Manager

PHONE: (780) 484-7541 **FAX:** (780) 483-4571

PRODUCTS: New clothing lines by brand name manufacturers for buyers & store owners

E-MAIL: amwa@connect.ab.ca

NAME: Saskatoon Apparel Market

FREQUENCY: Semi-annually - April (Trade)

ADDRESS: Prairie Apparel Market (P.A.M.)
77 - 81 Garry Street
Winnipeg, Manitoba R3C 4J9

CONTACT: Pat Herzog, Show Manager

PHONE: (204) 942-2060 **FAX:** (204) 947-0561

PRODUCTS: Provide and present a wide selection of fashions for women.

Source: Shows & Exhibitions 2002; Shows & Exhibitions

TRADE ASSOCIATIONS

NAME: Apparel & Textile Association of Saskatchewan (ATAS)

ADDRESS: 1102 – 8th Avenue
Regina, Saskatchewan S4R 1C9

PHONE: (306) 565-0065 **FAX:** (306) 565-1962

E-MAIL: atas@accesscomm.ca

NAME: Prairie Apparel Market

ADDRESS: 77 - 81 Garry Street
Winnipeg, Manitoba R3C 4J9

PHONE: (204) 942-2060 **FAX:** (204) 947-0561

NAME: Retail Council of Canada (RCC)

CONTACT: Diane J. Brisebois, President

ADDRESS: 1210 - 121 Bloor Street West
Toronto, Ontario M4W 3M5

PHONE: (416) 922-6678
Or 1-888-373-8245
FAX: (416) 922-8011
1-877-790-4271

WEB SITE: http://www.retailcouncil.org

E-MAIL: paddo@retailcouncil.org

NAME: Canadian Apparel Federation (CAF)

ADDRESS: 504 – 124 O'Connor Street
Ottawa, Ontario K1P 5M9

PHONE: (613) 231-3220
Or 1-800-661-1187
FAX: (613) 231-2305

WEB SITE: http://www.apparel.ca

E-MAIL: info@apparel.ca

Source: Associations Canada 2002; Micromedia Ltd.

TRADE JOURNALS

NAME: Vogue

FREQUENCY: Monthly

ADDRESS:
Conde Nast Publications Inc
4 Times Square
New York, New York 10036

PHONE: (212) 286-2860
Or 1-800-223-0780
FAX: (212) 286-8248

NAME: Elle (Canada)

ADDRESS:
Hechette Filipachi Magazines Inc
1633 Broadway
New York, New York 10019

PHONE: (212) 767-6000 **FAX:** (212) 767-5600

WEB SITE: http://www.elle.com

E-MAIL: elleinteractive@elle.com

NAME: Style

FREQUENCY: Twelve issues per year

ADDRESS:
Style Communications Incorporated
#302 - 1448 Lawrence Avenue East
Toronto, Ontario M4A 2V6

PHONE: (416) 755-5199 **FAX:** (416) 755-9123

WEB SITE: http://www.style.ca

E-MAIL: style@style.ca

USE: Analyses fashion trends as they pertain to the Canadian women's wear market and provide industry news for retailers, manufacturers, importers and designers

TRADE JOURNALS

NAME: APPAREL Merchandising

FREQUENCY: Monthly

ADDRESS:
Lebhar - Friedman Inc
425 Park Ave
New York, New York 10022-3556

PHONE: (212) 756-5228
Or 1-800-453-2427

FAX: (212) 756-5120

Source: Gale Directory of Publications and Broadcast Media 136th Edition, 2002; Gale Group

Average of all Businesses	Whole Industry (Reliability)	Lower Half (50%)	Upper Half (50%)	Bottom Quartile (25%)	Lower Middle (25%)	Upper Middle (25%)	Top Quartile (25%)	Percent of Businesses Reporting
Number of Businesses in Sample	30							
Revenue Range								
Low Value ($ 000)	30	30	449	30	333	449	-	
High Value ($ 000)	5000	449	5000	333	449	-	5000	
SELECTED EXPENSE ITEMS				**(percent of gross operating revenue)**				
Gross Operating Revenue	100.0(A)	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of goods sold	62.8(A)	66.4	61.2	62.2	67.9	-	-	100.0
Purchases and material	64.4(A)	71.1	61.4	74.5	69.8	-	-	100.0
Closing inventory	12.2(B)	27.3	5.6	30.4	26.2	-	-	72.7
	10.7(B)	22.6	5.4	18.1	24.3	-	-	69.7
Wages, salaries, and benefits	18.4(A)	9.8	22.5	5.7	10.2	-	-	93.9
Direct	0.0(B)	0.1	0.0	0.3	0.0	-	-	9.1
Indirect	18.3(A)	8.9	22.5	5.3	10.2	-	-	84.8
Occupancy expenses	4.7(A)	7.4	3.5	9.3	6.8	-	-	100.0
Depreciation	0.4(B)	0.8	0.2	1.5	0.6	-	-	90.9
Repairs and maintenance	0.4(A)	0.3	0.4	0.7	0.2	-	-	72.7
Fuel and oil	0.0(A)	0.0	0.0	0.0	0.0	-	-	0.0
Utilities	1.3(A)	1.3	1.3	2.2	1.0	-	-	90.9
Rent	2.7(B)	5.0	1.7	4.9	5.0	-	-	81.8
Financial expenses	1.2(B)	3.2	0.3	3.2	3.1	-	-	97.0
Interest and bank charges	0.8(B)	2.4	0.1	2.6	2.4	-	-	93.9
Professional fees	0.4(B)	0.7	0.2	0.7	0.8	-	-	90.9
General expenses	1.2(A)	1.7	1.0	2.8	1.3	-	-	100.0
Advertising	0.9(B)	1.3	0.7	2.0	1.0	-	-	93.9
Delivery expenses	0.1(B)	0.1	0.1	0.3	0.0	-	-	27.3
Insurance	0.2(A)	0.3	0.2	0.5	0.2	-	-	87.9
Other expenses	11.3(A)	4.9	14.1	6.1	4.5	-	-	100.0
Total expenses	99.6(A)	92.6	102.6	89.3	93.8	-	-	100.0
Net profit/loss	-(F)	-	-	-	-	-	-	100.0
Average number of paid employees	6.1	1.8	10.4	0.6	3.0	-	-	
FINANCIAL RATIOS								
Interest coverage ratio (times)	-	-	-	-	-	-	-	
Gross margin (percent)	18.8	24.6	16.3	32.1	21.9	-	-	
PROFITABLE vs NON-PROFITABLE BUSINESSES				**(thousands of dollars)**				
1997								
Profitable								
Percent of businesses	44							
Gross operating revenue	311.3(A)	-	-	-	-	-	-	
Total expenses	285.1(A)	-	-	-	-	-	-	
Net profit	26.2(B)	-	-	-	-	-	-	
Non-Profitable								
Gross operating revenue	503.7(A)	-	-	-	-	-	-	
Total expenses	521.2(A)	-	-	-	-	-	-	
Net loss	-17.5(A)	-	-	-	-	-	-	
1995								
Profitable								
Percent of businesses	74							
Gross operating revenue	222.8(A)	92.4	349.1	42.0	120.1	258.9	466.1	
Total expenses	214.5(A)	86.2	338.6	34.7	114.5	250.2	453.2	
Net profit	8.4(B)	6.2	10.5	7.3	5.6	8.8	12.8	
Non-Profitable								
Gross operating revenue	201.9(B)	57.1	360.4	51.0	102.8	-	-	
Total expenses	212.5(B)	63.5	375.6	55.5	123.1	-	-	
Net loss	-10.6(B)	-6.4	-15.2	-4.5	-20.3	-	-	